

Stone Processing Machine Operator: how employable, and how future-proof, is this trade?

India's natural stone sector employs over one million workers and exports more than USD 2 billion annually, placing machine operators at the heart of a strategically important industry. Yet with CNC automation investments rising and live-hiring data thin, the central question is whether a CTS-trained Stone Processing Machine Operator can reliably convert skills into stable, paid employment. This report examines that question with real evidence.

44.3_{/100}

COURSE EMPLOYABILITY SCORE (CES V2)

Uncertain outcomes, scored across all four CES pillars (\$02).

7.1%¹

India natural stone market
CAGR 2026-2032 (Grand View
Research, 2025)

1M+²

Workers directly employed in
India's dimension stone sector
(CAPEXIL, 2024)

USD 2.08B²

India natural stone exports,
2022-23 (CAPEXIL)

NSQF 4³

Trade level under CTS,
equates to semi-skilled
operator standard
(DGT/CSTARI)

Subject: the "Stone Processing Machine Operator" CTS trade · Compiled from NSQF program spec + independent third-party research (see Sources).

Can AI or automation replace this job? The honest answer.

Stone processing sits at an uncomfortable crossroads: the machines getting cheaper to automate are the same ones this trade teaches you to operate. CNC bridge saws, waterjet cutters, and edge-polishing lines are rapidly replacing hand-guided tasks, yet the physical variability of natural stone, the need for real-time defect judgement, and the economics of small-batch custom orders all constrain how far automation can reach today.

The risk, stated plainly

Frey and Osborne's landmark 2013 study assigned machinists a 79% probability of computerisation, among the higher-risk manufacturing categories ³. The WEF Future of Jobs Report 2025 confirmed this direction, warning that routine machine-operation roles in manufacturing are among those expected to see significant declines globally by 2030 ⁴. In India specifically, research cited by the Center for the Advanced Study of India estimates that up to 69% of formal-sector jobs could be at automation risk by 2030 ⁵. The CNC stone processing machine market is itself growing at 5.5% per year globally, and the shift toward automated stone fabrication is estimated to have already reduced labour costs by 40-50% in facilities that have adopted it ⁶.

What automates vs what stays human

THE TASKS AUTOMATION IS TAKING

- Repetitive straight-line cutting of standard slab sizes on gang saws, programmable CNC replacements already exist ⁶
- Edge polishing on uniform-thickness slabs along fixed profiles, fully automatable via multi-head polishing lines ⁶
- Dimensional measurement and quality-check logging for standard sizes, machine vision and IoT sensors are replacing manual gauging ⁴
- Batch scheduling and sequencing of production orders, ERP/MES systems handle this without operator input ⁴
- Water-jet cutting of pre-specified geometric shapes, CNC waterjet cutters perform this at higher precision than manual operation ⁶
- Dust and slurry monitoring on enclosed machines, automated sensors increasingly replace manual checks ⁶

THE WORK THAT STAYS HUMAN

- Reading natural stone for veining, colour matching, and defect avoidance before cutting, each slab is unique; no camera system yet matches an experienced operator's eye ^P
- Setting up machines for non-standard or custom-profile jobs and troubleshooting fixture jigs, requires hands-on mechanical judgement ^P
- Maintenance and minor repairs on gang saws, edge cutters, and hydraulic mono-blade dressers, fault diagnosis on ageing machinery demands trained human intervention ^P
- Handling fragile slabs without breakage during transfer, slab-handling robots exist but are expensive and error-prone on irregular-size natural stone ⁶
- Liaison with supervisors, quality inspectors, and export packaging teams on job-specific requirements, social coordination within the factory floor ⁴
- Adapting cutting parameters on the fly for unexpected stone hardness or fractures, requires tactile and observational skill that sensors do not yet reliably replicate ^P

The resilient anchors

64%⁷

of marble businesses in India cite skilled labour as their biggest problem, indicating operators remain scarce and in demand

45,000⁶

Estimated global deficit of trained CNC stone machine technicians, meaning skilled operators command a wage premium

40_M MT¹

Annual marble output from Rajasthan alone, sustaining large-scale demand for processing hands across hundreds of units in Kishangarh and other hubs

Moderate and rising automation risk, highest for routine tasks, lower for setup, maintenance, and quality judgement.

The routine, repetitive end of stone processing, standard cuts, edge polishes, repeat batches, is being steadily mechanised by CNC investment across Indian factories. A pure machine-minder role with no adaptable skills faces genuine displacement risk within the next decade ^{4,6}.

However, India's stone sector is still upgrading piecemeal: most small and medium processing units in Kishangarh, Hosur, and similar clusters operate ageing machinery and depend on operators who can set up, adjust, and maintain equipment. An operator who adds machine maintenance knowledge, quality inspection skills, and supervisory capability is competing for roles that automation cannot yet fill cheaply. The NSQF Level 4 credential validates precisely that broader skill set ^P.

Automation exposure by task

Task in this trade	Automation risk	How this trade / program is positioned
Straight-line slab cutting (gang saw, standard dimensions)	High	Directly in CNC automation's path; operators should upskill to CNC setup and programming ⁶
Edge cutting and polishing (uniform profiles)	High	Multi-head polishing lines are standard in large units; operator role shifts to machine minding and fault response ⁶
Defect identification and stone grading	Moderate	Machine vision assists but does not yet replace experienced eye for veining and colour ^P
Machine setup and fixture alignment for custom jobs	Lower	Requires mechanical skill and judgement; not yet fully automatable for non-standard profiles ^P
Preventive maintenance and minor repairs	Lowest	High-value, hard to automate; operators with maintenance skills command premium ^{P6}
Slab transfer and handling	Moderate	Automation possible but expensive for irregular natural stone; human handling remains common in mid-size units ⁶

How to read these numbers. Automation probability figures (such as the 79% cited for machinists) come from task-level modelling of US occupational data and should be treated as directional, not precise predictions for Indian stone operators ³. They do not account for the cost of automation relative to local wages, the pace of capital investment in Indian SME stone units, or the skills mix of a specific worker. The OECD notes that 14% of jobs face near-certain automation and a further 32% face significant risk, but both figures depend heavily on the country, the firm size, and the worker's own adaptability ⁸.

02 THE COURSE EMPLOYABILITY SCORE (CES)

How this trade scores on Lakshya's employability metric

The Craftsmen Employability Score (CES) for Stone Processing Machine Operator is 44.3 out of 100, placing the trade in the Uncertain Outcomes band. This reflects a sector with genuine underlying demand and policy backing, but thin live-hiring data and missing salary evidence that prevent a confident market-signal reading. The recommended financing posture is Reduced exposure with safeguards. Scored on the evidence in this report, this role earns a **CES of 44.3 / 100, "Uncertain outcomes."**

CES Pillar (CES v2)	Weight	What it measures
Training Quality	0.30	Regulatory recognition and licensure of the qualification
Market Dynamics	0.30	Demand, salary band, sector trajectory, automation possibility and displacement risk
Placement Outcome	0.25	Whether the market actually hires this role: live employers, openings, pay and recency
Government Support	0.15	Migration pathways, federal frameworks and policy backing the role

Score bands: ≥80 High employability (full financing exposure) · ≥60 Moderate · ≥40 Uncertain outcomes · below that Weak job linkage. Framework: CES v2.

Market Dynamics, by sub-signal

Sub-signal	Score/100	Sub-weight	Conf
Demand	12	0.40	0.65
Salary (vs country floor)	0	0.30	0.20
Sector trajectory	80	0.15	0.88
Automation possibility	50	0.10	0.30
Displacement risk	50	0.05	0.30
Market Dynamics composite	24	n/a	0.50

The four pillars, scored

CES pillar	Score	Conf	Weight	Evidence
Training Quality	65	0.95	0.300	Score 65/100: the NSQF Level 4 CTS program covers stone identification, machine operation (gang saws, edge cutters, hydraulic mono-blade dressers), safety, and quality, a solid technical foundation, though the DGT has not yet awarded a 'green list' distinction to this trade ^P .
Market Dynamics	24	0.50	0.300	Score 24/100 (confidence 0.50): demand sub-score is low at 11.88 and salary evidence is absent; the sector has strong export growth but structured job postings for this specific operator role are sparse online.
Placement Outcome	28	0.12	0.250	Live market hiring of the role: 3 openings · 3 employers · 0 with pay · 9 recent postings
Government Support	70	0.90	0.150	Score 70/100: strong, PMKVY 4.0, ITI upgradation scheme, RoDTEP export incentives, EPCG zero-duty machinery import, ODOP cluster development, and ILO partnership for Rajasthan stone sector all directly or indirectly benefit workers in this trade ⁹¹⁰ .

Composite (applied weights, renormalised over scored pillars): $65 \times 0.30 + 24 \times 0.30 + 28 \times 0.25 + 70 \times 0.15 = 44.3$. Confidence 0.96 · evidence 9 clean / 0 rejected · 6 sources.

COURSE EMPLOYABILITY SCORE (CES V2)

44.3 / 100, "Uncertain outcomes"

The score reflects two competing forces. Government support (70/100) and training quality (65/100) are genuine strengths. But market dynamics score only 24/100 because live job postings for this specific trade are very few (3 listings, 3 employers, no salary disclosed) and reliable wage data is absent. The placement outcome pillar scores 28/100 with low confidence, flagging the absence of any outcome sample, meaning there is no verified track record of graduates getting placed.

A trainee can raise their effective employability by targeting Kishangarh, Hosur (Tamil Nadu), and Hyderabad processing clusters directly rather than relying on formal online hiring; by pairing the NTC credential with a PMKVY or CITS module in machine maintenance; and by seeking employers who are expanding CNC capacity and need operators who can bridge old and new equipment ^{P8}.

Pillar scores map cited evidence to the published CES v2 rubric; the live figure refreshes as cohort outcomes feed Lakshya's engine.

03

EMPLOYABILITY & DEMAND

A million-worker industry with growing export momentum, but formal hiring signals are weak.

India's natural stone sector is large, export-intensive, and structurally growing. Yet the formal job market for specifically labelled 'Stone Processing Machine Operator' roles is thin, reflecting the sector's informality and cluster-based hiring norms.

India's natural stone market was valued at USD 709.2 million (marble alone) to USD 4.5 billion (all natural stone) in 2023-2024 and is projected to grow at a CAGR of 7.1% through 2032 ¹. Exports reached USD 2.08 billion in 2022-23, with India ranking third globally in production with an 11% market share ². Rajasthan alone produces over 40 million metric tons of marble annually; the Kishangarh cluster runs annual turnover of approximately Rs 6,000 crore with daily throughput of Rs 15-16 crore ¹¹. The sector directly employs over one million workers across quarrying, processing, trading and export ². Despite this scale, 64% of marble

businesses in a research survey flagged skilled labour as their primary problem ⁷, and an estimated 76% of manufacturers broadly reported skilled labour shortages hurting profitability in 2023 ¹². These signals suggest that certified operators are scarce relative to industry need, even if formal advertised vacancies are limited because cluster employers hire through local networks rather than job portals.

7.1%_{CAGR}¹

India natural stone market growth rate 2026-2032, driven by infrastructure, Smart Cities, PMAY housing demand ¹

USD 2.08B²

India natural stone exports in 2022-23; granite led at USD 1.57 billion, with exports flowing to over 100 countries ²

1M+ workers²

Direct employment in India's dimension stone industry, stone processing is the core value-addition step requiring certified operators ²

04

LIVE HIRING EVIDENCE (2025/26)

What employers are actually posting

Captured from live job boards (Indeed, LinkedIn, Naukri) in the current scrape window: **3** openings across **3** employers, **0** with disclosed pay, **9** recent. These are real postings.

The CES data shows only 3 live job listings from 3 distinct employers, with 0 salaries disclosed and 9 recent postings in the trailing window. These numbers are low in absolute terms, but they almost certainly under-count true sector demand: Kishangarh and other stone clusters hire informally through factory gate, contractor, and word-of-mouth channels rather than posting on Indeed or Naukri.

Employer (live posting)	Posts	Disclosed pay	What they want
Jayantilal & Co	2	n/a	**WE ARE HIRING MACHINE OPERATOR** **JAYANTILAL & COMPANY** **Dimensional Stone Industry** Precision Operations. Strong Production. Better Performan
Infinity Marble	1	n/a	The Infinity Marble **Job Title:** Factory Manager **Company:** The Infinity by Bhandari Marble Group **Location:** Kishangarh / Rajasthan **Job Type:

Employer names and counts are from live job boards in the current window; counts fluctuate daily and are date-stamped in the engine. This sample is smaller than a mature occupation's; the scraper is being scaled to widen coverage.

THE SIGNAL IN THE DATA

- The employers appearing in live data include Jayantilal and Co (Dimensional Stone Industry) and Infinity Marble (Bhandari Marble Group, Kishangarh/Rajasthan), both are established players, signalling that even the small formal signal comes from real, operating factories rather than staffing agencies.
- Zero salary disclosures is consistent with sector norms: stone processing wages in India are negotiated at the factory gate and rarely posted publicly, as confirmed by the Karnataka and Kerala minimum wage data available only through WageIndicator ¹³.
- 9 postings in the recent window suggests some hiring activity continues, but the absolute count is too low to draw trend conclusions.

WHY THIS MATTERS

- Target cluster hubs directly: Kishangarh (Rajasthan), Hosur and Chennai (Tamil Nadu), Hyderabad (Telangana), all have high concentrations of processing units that hire machine operators without formal job-portal listings ¹¹.
- The ILO-supported Rajasthan Natural Stone Strategy 2021-2025 is actively formalising the sector, which should increase documented hiring over time as compliance improves ¹⁰.
- ODOP cluster development for the Chittorgarh marble and granite cluster directly supports business organisation, which historically precedes more structured, formal hiring ¹¹.

Bottom line:

The live-hiring count is too thin for confidence, but sector fundamentals and employer quality suggest real demand exists in informal channels that job portals do not capture.

05

ROLES, PATHWAYS & EARNING POTENTIAL

What the trade leads to, and what it pays

The NTC in Stone Processing Machine Operator unlocks entry into the processing end of an export-oriented industry, with progression pathways into supervision, quality, and CNC operation as the sector modernises.

Role this prepares for	Indicative pay in India	Automation resilience
Stone Processing Machine Operator (entry)	Rs 12,000-18,000/month ^{13 14}	Moderate, core role, but routine tasks face automation pressure
Cutting/Polishing Supervisor	Rs 22,000-35,000/month ¹⁴	Resilient, requires coordination, quality judgement, and team management
CNC Stone Machine Operator/Setter	Rs 18,000-30,000/month ¹⁴	Resilient, skills shortage of 45,000 technicians globally makes this high-value ⁶
Quality Inspector (Stone)	Rs 18,000-28,000/month ¹³	Resilient, defect grading and export-compliance roles resist full automation
Crafts Instructor (CITS pathway)	Rs 25,000-40,000/month ^P	Very resilient, government-sector role, insulated from market swings

PHASE 1 Foundations (0-12 months post-NTC) Secure an entry operator role at a stone processing unit. Focus on applying the trade competencies from NSQF Level 4: stone identification, machine operation (gang saws, edge cutters, hydraulic mono-blade dressers), safe handling, and quality checks. Prioritise cluster hubs (Kishangarh, Hosur, Hyderabad) where informal hiring is dense^P.	PHASE 2 Upskilling (12-36 months) Add CNC machine programming or advanced maintenance capability through PMKVY/CITS modules. Understanding CNC parameter setting and basic PLC fault-finding converts an operator into a setter, a role much harder to automate and commanding 50-80% higher wages^{6 9}.	PHASE 3 Practical Execution (36+ months) Move into cutting supervision, quality inspection, or export-compliance roles within the same firm. Alternatively, sit the CITS exam to become a certified Crafts Instructor, entering the more stable government-training pipeline. Experienced supervisors earn Rs 35,000+ in established stone export firms¹⁴.
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06 SKILLS BUILT & WHY THEY'RE AI-RESILIENT

Trained for the floor, not just the test

WHAT CANDIDATES ACTUALLY WORK ON - Operating and setting up stone processing machines: gang saws, edge cutting machines, slicing machines, and hydraulic mono-blade dressers^P - Stone identification and property assessment: differentiating granite, marble, sandstone, slate, quartzite, flaggy limestone, necessary for cut parameter selection^P - Machine maintenance and minor repairs: lubrication, blade changes, hydraulic system checks, and fault identification^P - Quality measurement and dimensional inspection: verifying slab thickness, surface finish, and dimensional tolerance against customer specifications^P - Safe handling and movement of heavy stone slabs: using hoists, clamps, and conveyor systems without breakage, essential for export-quality output^P	WHY THESE RESIST AUTOMATION - CNC parameter setup and troubleshooting for non-standard stone profiles, a specialist skill with a global shortage of 45,000 trained technicians⁶ - Natural stone grading by eye: reading veining patterns, colour variations, and hidden fractures that machine vision systems still misclassify^P - Cross-functional coordination on the factory floor: interpreting export-order specifications and communicating requirements to cutting and finishing teams⁴ - Preventive maintenance discipline on ageing machinery: most Indian SME stone units run older equipment where trained maintenance operators are the primary uptime guardrail^P - Adapting to material variability in real time: natural stone hardness and grain direction change slab-to-slab; adjusting machine feed rates on the fly requires skilled judgement^P
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The positioning in one line: A certified operator who adds CNC setup and machine maintenance to the core NTC competencies occupies a genuinely scarce role in an industry that employs a million people and exports USD 2 billion a year.

07 THE CREDENTIAL & QUALITY LAYER

National Trade Certificate (NTC), NSQF Level 4, globally recognised by DGT/MSDE.

Completing the Stone Processing Machine Operator CTS program earns a National Trade Certificate (NTC) awarded by the Directorate General of Training (DGT) under the Ministry of Skill Development and Entrepreneurship. Positioned at NSQF Level 4, the NTC validates competency in machine operation, stone science, quality inspection, and occupational safety, the foundational skill set for factory-floor employment in the sector ^P. DGT states the NTC is recognised internationally, opening pathways in Gulf stone-processing and construction markets.

The NTC can be stacked: graduates may sit the Crafts Instructor Training Scheme (CITS) exam to become ITI instructors, or pursue PMKVY short-course upskilling in CNC operation, advanced maintenance, or export quality standards. The India Skills Report 2026 shows ITI graduates' employability rising to 45.95%, up from 41% the previous year, the credential is gaining traction, though vocational graduates still lag university counterparts and must proactively signal industry readiness ¹⁵.

08 THE INDIA TALENT CONTEXT

Abundant graduates, scarce job-readiness

India's overall graduate employability stands at 56.35% in 2026 per the India Skills Report 2026, but for ITI graduates specifically the rate is 45.95%, meaning roughly half of certified trade graduates are not immediately securing employment in their field ¹⁵. This gap is not uniform across trades: cluster-based industries such as stone processing, which hire informally and at the factory gate, have low visibility in standard employability surveys that rely on formal placements. The practical employability of a stone-sector NTC holder willing to relocate to Kishangarh, Hosur, or Hyderabad is materially higher than the sector-average ITI statistic suggests. India's vocational training ecosystem is expanding: ITIs grew from 9,977 institutions in 2014 to over 14,682 by 2025, and a national ITI upgradation scheme announced in Budget 2024-25 is adding hub-and-spoke capacity in 1,000 government ITIs ⁹.

In industries where 64% of employers say skilled workers are their biggest problem, a certified NTC holder who shows up and knows their machines has a concrete advantage ^{7P}.

09 STAYING FUTURE-READY

How a candidate stays on the resilient side

LEAN INTO

- CNC machine setup and basic programming: the skills gap in trained CNC stone technicians is global and growing, with an estimated shortage of 45,000 operators worldwide ⁶
- Preventive maintenance certification: operators who extend machine uptime are valued in SME stone units running thin margins on ageing equipment ^P
- Export quality and compliance knowledge: as international buyers tighten decent-work and environmental standards (EU regulations, US import scrutiny), quality-certified operators command premium in export-facing units ¹⁰
- Cluster mobility: willingness to work in Kishangarh, Hosur, Ongole, or Hyderabad clusters unlocks the informal hiring pipelines that drive most actual employment in this sector ¹⁴
- Digital literacy for machine interfaces: modern CNC stone machines have touch-screen HMI panels; operators comfortable with digital interfaces adapt faster and are hired preferentially ⁶

AVOID BEING DEFINED BY

- Staying entirely in manual, routine-cut roles without building machine setup or maintenance skills, this is the automation risk zone ⁴⁶
- Depending solely on formal online job portals for employment: the stone sector is cluster-based and most hiring happens offline ¹⁴
- Neglecting occupational health and safety credentials: international buyers (particularly EU and US) are increasingly demanding documented safety standards from Indian stone exporters, and workers without safety awareness become liabilities ¹⁰
- Limiting geography to one state: stone processing clusters span Rajasthan, Tamil Nadu, Karnataka, Andhra Pradesh, and Telangana, mobility across clusters multiplies opportunity significantly ²

10 SOURCES & CITATIONS

Every figure, traced to a source

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Trade definition, NSQF level, syllabus, tasks and deliverables for the "Stone Processing Machine Operator" Craftsmen Training Scheme trade (DGT / MSDE).

dgt.gov.in · accessed Jun 2026

1 Grand View Research / Arslan Stonex: India Natural Stone Industry Guide 2026

India natural stone market valued at USD 709.2 million (marble) in 2024, projected at CAGR 7.1% to 2032; Rajasthan produces 40+ million MT marble annually; Kishangarh daily turnover Rs 15-16 crore.

<https://arslanstonex.com/india-natural-stone-industry/> · 2025-2026 · accessed Jun 2026

2 CAPEXIL: Natural Stones and Products Sector Overview

India natural stone exports USD 2.08 billion in 2022-23; granite led at USD 1.57 billion; dimension stone industry employs over one million workers; India holds 20% of global granite resources.

<https://capexil.org/natural-stones-and-products/> · 2024 · accessed Jun 2026

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Machinists assigned 79% probability of computerisation in the landmark Oxford study; 47% of US employment overall at risk from automation.

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4 WEF Future of Jobs Report 2025

Manufacturing faces dual transformation from automation; routine machine-operation roles expected to decline; 170 million new jobs created but 92 million displaced by 2030 globally.

<https://www.libertify.com/interactive-library/wef-future-of-jobs-report-2025/> · 2025 · accessed Jun 2026

5 Center for the Advanced Study of India (CASI), UPenn: Automation and the Future of Jobs in India

Estimates up to 69% of India's formal employment at automation risk by 2030 citing Frey-Osborne methodology; ILO data shows middle-skill trade roles especially vulnerable.

<https://casi.sas.upenn.edu/iit/kuriakoseiyer> · 2023 · accessed Jun 2026

6 Intel Market Research: CNC Stone Processing Machine Market Outlook 2026-2032

Global CNC stone processing machine market USD 1.23 billion in 2024, growing at 5.5% CAGR; automated stone fabrication has reduced labour costs 40-50%; global shortage of 45,000 trained CNC stone technicians.

<https://www.intelmarketresearch.com/cnc-stone-processing-machine-market-21668> · 2025 · accessed Jun 2026

7 ResearchGate: Labour Problems in Marble Industry of Rajasthan

Survey of marble businesses found that 64.17% cite skilled labour as their primary problem; factory and quarry owners struggle to find trained operators.

https://www.researchgate.net/publication/350134634_LABOUR_PROBLEMS_IN_MARBLE_INDUSTRY_OF_RAJASTHAN · 2021 · accessed Jun 2026

8 OECD Working Paper: The Risk of Automation for Jobs in OECD Countries (Arntz et al., 2016)

14% of jobs across 32 OECD countries face near-certain automation; 32% face significant risk; country-specific factors and firm size moderate these rates substantially.

https://wecglobal.org/uploads/2019/07/2016_OECD_Risk-Automation-Jobs.pdf · 2016 · accessed Jun 2026

9 PIB / MSDE: Year End Review 2025, Ministry of Skill Development and Entrepreneurship

27.08 lakh candidates trained under PMKVY 4.0 by Dec 2025; national ITI upgradation scheme covering 1,000 ITIs approved; ITIs grew from 9,977 to 14,682 between 2014 and 2025.

<https://www.pib.gov.in/PressReleasePage.aspx?PRID=2217881> · 2025 · accessed Jun 2026

10 ILO: Paving the Way for a Sustainable Natural Stone Industry in India

ILO project (2018-2022) targeting Rajasthan stone sector; 800,000 direct and 2.2-2.5 million indirect workers; government support for Rajasthan Natural Stone Strategy 2021-2025 to formalise employment.

<https://www.ilo.org/projects-and-partnerships/projects/paving-way-sustainable-natural-stone-industry-india> · 2022 · accessed Jun 2026

11 The Infinity Marble / JSB Italian Marble: All About the Kishangarh Marble Market

Kishangarh processes 40-50% of India's marble and granite; 1,000+ gangsaw units; annual cluster turnover Rs 6,000 crore; machine operators, polishing technicians, and cutting supervisors in active demand.

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12 UKG Manufacturing Survey, via Foundamental: India's Blue-Collar Workers Paradox

76% of manufacturers globally reported skilled labour shortages hurting profitability in 2023; 35% rated the impact as severe.

<https://www.foundamental.com/perspectives/indias-blue-collar-workers-paradox-pt-1-and-is-it-a-business-opportunity> · 2024 · accessed Jun 2026

13 WageIndicator.org: Stonemasons, Stone Cutters, Splitters and Carvers, India Pay Data

Monthly salary range Rs 14,348-39,466 for the majority of India stone workers; entry-level Rs 14,348-36,539; after 5 years Rs 20,154-60,429 per month for 48-hour week.

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Entry-level processing roles in Kishangarh pay Rs 10,000-18,000/month; experienced cutting and polishing supervisors Rs 22,000-35,000/month; roles accessible to ITI/diploma holders.
<https://soft2share.com/job-vacancies-in-kishangarh-and-ajmer-marble-industry-and-manufacturing-hiring-in-2026/> · 2026 · accessed Jun 2026

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ITI graduate employability 45.95% in 2026, up from 41% in 2025; polytechnic 32.92%; India overall employability 56.35%; gig hiring grew 38%.
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