TELECOM TALENT

LANDSCAPE INDIA

2025 – 26

A COMPREHENSIVE ANALYSIS OF TALENT DISTRIBUTION, COMPENSATION, COMPETITION & WORKFORCE BEHAVIOUR

Sub-Industries Covered: Wireless Telecom · Wireline/Broadband · ISP/Fiber · Telecom Infrastructure · OEMs · OSS/BSS · Data Centers

May 2026 | Confidential

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EXECUTIVE SUMMARY

INDUSTRY SCALE	Total telecom revenue: ₹6.43 Lakh Cr (2025) → ₹7.03 Lakh Cr (2026, +9.3%). Wireless dominates at ₹3.5 Lakh Cr. OSS/BSS fastest-growing at +12%; Telecom-DC at +13.9%.
TALENT POOL	Core telecom workforce: 1.80M (2025) → 1.95M (2026, +8.3%). Total telecom-linked (incl. field): 4.30M (2026). Network Ops & Field Ops together account for 62.3% of core workforce.
COMPETITION HOTSPOTS	Delhi NCR & Bengaluru are 'Critical' competition hubs. Jio (55K) + Airtel (45K) + BSNL (60K) = 82% of wireless operator talent. Ericsson (22.5K) + Nokia (15K) lead OEM competition in Bengaluru/NCR.
TALENT GAPS	India faces a 2.41M telecom demand-supply gap. 5G-linked roles show 28% gap. Critical shortages: 5G RAN/RF Engineers (High-Critical in Bengaluru, NCR), Cloud-Native Network Engineers, OSS/BSS Developers. Tier-2 Tower Technicians face High gap.
COMPENSATION SIGNALS	OEMs pay +15–30% premium vs telecom median (5G RAN: ₹18–24 LPA at 5–7 yrs). Wireless baseline (RF Engineer: ₹14–18 LPA). Infra lowest at −5 to −8%. City premium: Bengaluru +8–12%, Tier-2 −12 to −8%. Skill premium: 5G RAN +20–30%, Cloud-Native +20–32%.
ATTRITION & INTENT	Overall attrition: 28–32%. Highest: Infra field (30–36%), Tier-2 (32–38%). 45–52% of workforce considering a switch; only ~20% actively interviewing. Latent risk: RF Engineers (intent 32–38% vs attrition 18–22%); OSS/BSS Devs (intent 40–46% vs attrition 20–24%).
CAMPUS PIPELINE	~1.16M telecom-relevant graduates annually. Strong volume; but 28% gap persists for 5G/tech roles. Employability lag: only 40% directly job-ready. 45% of telecom employers planned fresher hiring in H1 2025.

01

INDUSTRY OVERVIEW

India Telecom Talent Landscape 2025–26

1.1 SUB-INDUSTRY GROWTH TABLE

Sub-Industry	2025 Revenue (₹ Cr)	2026 Revenue (₹ Cr)	Growth %	3-Year CAGR	Tag
Wireless Telecom	3,20,000	3,50,000	9.4%	8.9%	S/E
Wireline / Broadband	75,000	81,000	8.0%	7.1%	S/E
ISP / Fiber Providers	35,000	38,500	10.0%	9.3%	E
Telecom Infrastructure	1,10,000	1,21,000	10.0%	9.5%	S/E
Telecom Equipment & OEMs	60,000	64,200	7.0%	6.5%	E
OSS/BSS & Network Software	25,000	28,000	12.0%	11.0%	E
Data Centers (Telecom-linked)	18,000	20,500	13.9%	12.8%	E
TOTAL	**6,43,000**	**7,03,200**	**9.4%**	**~9.0%**	**—**

Sources: TRAI QPIR 2024–26, IBEF Telecom briefs, Mordor Intelligence, Indus Towers disclosures. (S) = Sourced; (E) = Estimated.

1.2 VOLUME / OPERATIONAL METRICS

Sub-Industry	Key Metric	2025	2026E	Growth %
Wireless Telecom	Total Mobile Subscribers (mn)	1,200.8 (S)	1,260 (E)	4.9%
Wireless Telecom	5G-Enabled Subscribers (mn)	350 (S)	500 (E)	42.9%
Wireline / Broadband	Broadband Subscribers (mn)	1,007.4 (S)	1,060 (E)	5.2%
ISP / Fiber Providers	FTTH-Connected Homes (mn)	140 (S)	160 (E)	14.3%
Telecom Infrastructure	Telecom Towers (nos.)	7,50,000 (E)	7,85,000 (E)	4.7%
Telecom Equipment	4G/5G BTS Deployed (mn)	4.2 (E)	4.6 (E)	9.5%
OSS/BSS Software	OSS/BSS Nodes (major ops)	450 (E)	500 (E)	11.1%
Data Centers	MW-equivalent DC Capacity	1,100 MW (E)	1,250 MW (E)	13.6%

Sources: TRAI QPIR FY25–26, IBEF Telecom, Indus Towers. (S) = Sourced; (E) = Estimated.

1.3 TOTAL TALENT POOL

1.95M

Core Telecom Workforce 2026E

+8.3% YoY from 1.80M in 2025

2.35M

Contract / Field Workforce 2026E

+6.8% YoY from 2.20M in 2025

4.30M

Total Telecom-Linked Workforce 2026E

+7.5% YoY from 4.00M in 2025

Sub-Industry Talent Intensity Comparison (2026E)

Sub-Industry	Revenue / Employee (₹ Cr)	Talent Intensity	Hiring Complexity
Wireless Telecom	1.80 (E)	High	High
Wireline / Broadband	1.10 (E)	Medium	Medium
ISP / Fiber Providers	0.80 (E)	High	Medium
Telecom Infrastructure	0.55 (E)	High	Medium
Telecom Equipment & OEMs	3.18 (E)	Medium	High
OSS/BSS & Network Software	4.67 (E)	Medium-High	High
Data Centers (Telecom-linked)	1.09 (E)	High	Medium

Sources: TSSC, IBEF Telecom, TeamLease staffing data, Mordor Intelligence.

1.4 WORKSTREAM DISTRIBUTION

Workstream	Headcount (2026E)	% Share	Key Roles
Network Engineering & Operations	6,57,000	**33.7%**	RF Engineer, Transmission Engineer, NOC Engineer, 5G RAN/Core Engineer
Field Operations & Maintenance	5,57,000	**28.6%**	Field Engineer, BTS Engineer, Fiber-Laying Technician, Site Surveyor
Sales & Distribution	3,12,000	**16.0%**	Retail Sales Executive, Channel Manager, Enterprise Sales, Franchise In-charge
Customer Support / Call Centres	2,10,000	**10.8%**	CSR / L1–L2 Support, IVR-based Support, Helpdesk
IT / OSS/BSS / Software	1,53,000	**7.9%**	OSS Developer, BSS Analyst, Cloud-Network Engineer, DevOps
Corporate Functions (HR, Finance, Strategy)	58,000	**3.0%**	HRBP, Talent Acquisition, FP&A, Regulatory Affairs
TOTAL	**19,47,000**	**100%**	**—**

Sources: IBEF, TSSC, 5G core workforce-mix analysis, TeamLease telecom field-tech data. (E) = Estimated.

1.5 VALUE CHAIN MAPPING & SENIORITY MIX

Value Chain Talent Mapping

Value Chain Layer	HC Share%	Intensity
Network Build (Infra) – TowerCos, FiberCos, OEMs	22%	High
Network Operations – Wireless, Wireline, ISPs	34%	High
Service Delivery – Support, ISPs	11%	Medium
Customer Acquisition – Sales & Distribution	16%	Medium
Platform / Software – OSS/BSS, Telecom Software	8%	High
Corporate / Cross-cutting	9%	Low-Med

Seniority Pyramid (Core Telecom, 2026E)

Level	Headcount	% Share
Entry (0–3 yrs)	6,53,000	33.5%
Junior (3–6 yrs)	5,52,000	28.3%
Mid (6–10 yrs)	4,39,000	22.5%
Senior (10–15 yrs)	2,19,000	11.2%
Leadership (15+ yrs)	87,000	4.5%
TOTAL	**19,50,000**	**100%**

Entry–Junior band = 61.8% of core workforce. Leadership density: 4.5%. Sources: TSSC, TeamLease, IBEF. (E).

02

COMPETITION MAPPING

India Telecom Talent Landscape 2025–26

2.1 WIRELESS TELECOM – TOP EMPLOYERS

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Company	India HC (E)	Key Cities	Key Functions	Tier
Reliance Jio	55,000	Mumbai · NCR · Hyd · Blr	Network Eng, Field Ops, Support, Sales	↑ Expanding
Bharti Airtel	45,000	NCR · Blr · Mumbai · Pune	Network Eng, Enterprise Sales, IT/OSS	↑ Expanding
BSNL (incl. MTNL)	60,000	NCR · Kolkata · Chennai · Tier-2	Network Eng, Field Ops, Support, Corporate	→ Stable
Vodafone Idea (Vi)	18,000	Mumbai · Pune · Blr · Kolkata	Network Eng, Field Ops, Retail Sales	↓ Contracting
Jio Stores – Frontline	25,000	Tier-2/3 · NCR · Mumbai	Retail Sales, Customer Support	↑ Expanding
Airtel Retail & D2C	18,000	NCR · Mumbai · Blr · Tier-2	Retail Sales, Customer Support	↑ Expanding
Jio Platforms (Telecom)	8,000	Mumbai · Blr · Hyderabad	Platforms, OSS/BSS, IT, Data	↑ Expanding
Airtel Business (Enterprise)	6,000	NCR · Mumbai · Blr · Chennai	Enterprise Sales, Solution Architecture	↑ Expanding

Jio: >50% subscriber share; Airtel: #2 by revenue. BSNL: largest PSU workforce. Total wireless talent approx. 8,00,000 (2026E). All HC = (E).

2.2 TELECOM INFRASTRUCTURE (TOWERCOS/FIBERCOS) – TOP EMPLOYERS

Peepal
20 YEARS OF TRUST

Company	HC (2025E)	Key Cities	Key Functions	Trend
Indus Towers	6,700 (S)	Gurugram · Blr · Mumbai · Tier-2	Field Ops, Project Mgmt, O&M, Network Build	↑ 1.6% headcount growth; 24,979 new towers
Bharti Airtel – Passive Infra	3,000 (E)	NCR · Tier-2	Infra Planning, Site Acquisition, Field Ops	→ Stable
American Tower Corp (India)	2,500 (E)	Mumbai · Blr · Chennai · Tier-2	Tower Build, Field Ops	→ Stable
Summit Digitel / FiberCos	2,000 (E)	Mumbai · Hyderabad · Tier-2	Fiber Planning, Field Deployment	↑ FTTH growth
RailTel (Telecom Infra)	1,200 (E)	NCR · Kolkata · Tier-2	Fiber Infra Mgmt, Enterprise Services	→ Stable
State-level FiberCos (e.g., APSFL)	1,500 (E)	Tier-2/3 (68% share)	Field Ops, Network Mgmt	↑ State fiber projects

Competition Intensity by City – Infra

City	Employers	Dominant Functions	Intensity
Delhi NCR	4–5	Project Mgmt, Planning, Corporate	**High**
Mumbai	3–4	Project Mgmt, Fiber/Tower Build	**High**
Bengaluru	3–4	Network Planning, NOC	**High**
Tier-2	4+	Field Ops, Maintenance	🔴 **Critical**

Indus Towers: 259K+ towers, world's leading independent towerco. Field O&M in Tier-2 = most critical competition zone. Sources: Revelio Labs, Inside Towers 2026.

2.3 TELECOM EQUIPMENT & OEMS – TOP EMPLOYERS

Peepal
20 YEARS OF TRUST

Company	Type	India HC (E)	Key Cities	Key Functions	Trend
Ericsson India	Global OEM	22,500 (S)	Blr · Pune · NCR · Chennai	R&D, Network Services, Manufacturing, Field Services	↑ Expanding
Nokia India	Global OEM	15,000 (E)	Blr · Chennai · Noida	R&D, Network Products, Services	↑ R&D expansion Aug 2025
Huawei India	Global OEM	6,000 (E)	Blr · NCR	R&D, Network Solutions	→ Stable (regulatory)
ZTE Telecom India	Global OEM	2,500 (E)	NCR · Mumbai · Tier-2	Network Deployment, Support	→ Stable
Cisco (SP BU India)	Global	3,000 (E)	Blr · NCR	SP Networking, Automation, Solutions	↑ Expanding
Ciena India	Global	1,800 (E)	NCR · Blr	Optical Engineering, NMS, Support	→ Stable
Tejas Networks	Indian OEM	1,500 (E)	Blr · NCR	R&D, Product Engineering, Support	↑ Growth capital

KEY INSIGHT: Bengaluru hosts 7+ OEM employers — 'Critical' competition hub for R&D, 5G, and cloud-core engineering. OEM sector pays +15–30% premium vs telecom median, making it the strongest talent competitor for operators.

Ericsson India: 22,500 employees (S – RCR Wireless 2025). Nokia: R&D expansion (PTI Aug 2025). OEM global hubs: Bengaluru, Chennai, NCR.

2.4 OSS/BSS & NETWORK SOFTWARE – TOP EMPLOYERS

Company	Telecom HC (E)	Key Cities	Top Hiring Functions
Tech Mahindra – Telecom Vertical	10,000 (E)	Pune · Hyd · Blr · NCR	OSS/BSS Dev (40%), NMS/Network IT (30%), Testing (15%)
TCS – Telecom BU	9,000 (E)	Chennai · Blr · Pune	BSS/CRM Dev (40%), Integration (30%), Support (15%)
Amdocs India	8,000 (E)	Pune · NCR · Blr	OSS/BSS Dev (45%), Testing (25%), L2 Support (15%)
Infosys – Communications Vertical	7,000 (E)	Blr · Pune · Hyd	OSS Integration (35%), Digital Channels (30%), Cloud (15%)
Jio Platforms (OSS/BSS & Platforms)	3,000 (E)	Mumbai · Blr	Platform Dev (40%), OSS/BSS (30%), Data Analytics (20%)
Airtel Tech (Telecom IT)	2,000 (E)	NCR · Blr	Digital Channel Dev (35%), OSS/BSS (35%), Data (15%)

OSS/BSS Competition Intensity by City

City	# Major Employers	Intensity
Bengaluru	7+	🔴 **Critical**
Pune	4–5	**High**
Hyderabad	3–4	**High**
Delhi NCR	3–4	**High**
Chennai	2–3	**Medium–High**
Mumbai	1–2	**Medium**

Clients seeking telecom-experienced OSS/BSS engineers face Critical competition in Bengaluru, Pune, and Hyderabad where IT majors' telecom vertical units are concentrated. Domain-experienced staff command +8–15% premium vs generic IT.

OSS/BSS sector 39,000 telecom-dedicated employees (E). Sources: Quess Corp IT Workforce Trends 2025, TechM/TCS/Infosys annual reports.

2.5 WIRELINE/ISP & TELECOM DATA CENTERS – TOP EMPLOYERS

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Wireline / Broadband & ISP / Fiber Providers

Company	HC (E)	Key Cities	Key Functions
JioFiber	20,000	Tier-2 · NCR · Mumbai · Hyd	Field Ops, Sales, Customer Support
Airtel Xstream Fiber	15,000	Tier-2 · NCR · Blr	Field Tech, Inside Sales, Support
BSNL Wireline/Broadband	25,000	Tier-2/3 · Kolkata · Chennai	Field Tech, Exchange Ops, Support
ACT Fibernet	7,000	Blr · Hyd · Chennai	Field Ops, Customer Support
Hathway / Den / Regional ISPs	10,000	Tier-2 · Mumbai · NCR	Sales, Field Tech

Telecom-Linked Data Centers

Company	HC (E)	Key Cities	Key Functions
Jio Data Centers (Reliance)	1,500	Mumbai · Chennai · Hyd	DC Ops, Infra, Network, Cloud
Airtel Nxtra Data	1,200	NCR · Mumbai · Chennai	DC Ops, Service Delivery
BSNL DCs	500	Tier-2 · Delhi	DC Ops, Govt Cloud
Telco-linked Colocation Partners	1,000	Mumbai · NCR · Hyd	Ops, NOC

Wireline/ISP: Field technicians & local sales face Critical competition in Tier-2 clusters. DC talent: Mumbai & NCR are highest competition hubs.

03

TALENT ARCHITECTURE

India Telecom Talent Landscape 2025–26

3.1 WIRELESS TELECOM – CITY TALENT DISTRIBUTION & ROLE CONCENTRATION

City	Talent Pool	% Share	Cluster Type	Top Roles	Hiring Ease
Delhi NCR	1,60,000	20%	Mixed Cluster	RF Eng, NOC, Field Tech, Enterprise Sales	Medium
Tier-2 (agg.)	1,92,000	24%	Field Ops Cluster	Field Tech, BTS Eng, Retail Sales	Low (skills gap)
Mumbai	1,20,000	15%	Mixed Cluster	Network Ops, Field Tech, Retail, Corporate	Medium
Bengaluru	96,000	12%	Network Ops Hub	RF Eng, NOC, OSS Network Ops, Enterprise Sales	Med–Low (tech competition)
Hyderabad	72,000	9%	Mixed Cluster	NOC, Field Tech, Retail Sales	Medium
Chennai	64,000	8%	Network Ops Hub	Switch Eng, NOC, Field Tech, Enterprise Sales	Medium
Kolkata	56,000	7%	Mixed Cluster	Field Tech, NOC, Retail Sales	Med–High
Pune	40,000	5%	Network Ops Hub	NOC, RF Planning, Inside Sales	Medium
TOTAL	**8,00,000**	**100%**	—	—	—

TSSC Hub data: Mumbai+Delhi+Kolkata+Bengaluru = 41%+ of relevant telecom talent. Role mix: Network Ops 35%, Field 30%, Sales 18%, Support 10%, Corporate 7%. (E).

3.2 OEM & OSS/BSS – CITY TALENT DISTRIBUTION

Telecom Equipment & OEMs (~55,000 total E)

City	Talent Pool	% Share	Key Roles
Bengaluru	22,000	40%	5G RAN Eng, Protocol Eng, SW Dev, Test Eng
Delhi NCR	11,000	20%	Network Services, Consulting, Deployment
Chennai	6,000	11%	R&D, Manufacturing-linked Eng
Tier-2	6,000	11%	Deployment, Field Support
Pune	4,000	7%	R&D, Services
Hyderabad	3,000	5%	Services, Integration
Mumbai	2,000	4%	SP Sales, Solution Architects
Kolkata	1,000	2%	Field Services

OSS/BSS & Network Software (~68,000 total E)

City	Talent Pool	% Share	Key Roles
Bengaluru	24,000	35%	OSS/BSS Dev, Integration, DevOps, Cloud-Net Eng
Pune	14,000	20%	Billing Dev, CRM Dev, Testing
Hyderabad	10,000	15%	OSS Dev, Integration, Cloud
Delhi NCR	8,000	12%	OSS Dev, Digital Channels
Chennai	6,000	9%	BSS, CRM Dev
Mumbai	3,000	4%	Digital Channels, Platform Dev
Kolkata	1,000	1%	Support/Maintenance
Tier-2	2,000	3%	Support, Distributed Centres

TSSC notes 28% demand-supply gap for 5G-linked tech roles including OSS/BSS and cloud. OEM: Bengaluru = 40% of OEM telecom talent. Sources: Quess Corp IT, TSSC, Revelio Labs.

3.3 TALENT GAP MATRIX

Low: Supply ≥ 95% | Moderate: Supply 80–95% | High: Supply 60–80% | Critical: Supply < 60%

City	Role	Exp Level	Demand	Supply	Gap Level
Bengaluru	5G RAN / RF Engineer	Mid (3–10 yrs)	100	65	High
Bengaluru	OSS/BSS Developer	Mid (3–10 yrs)	100	70	High
Bengaluru	Cloud-Native Telecom Engineer	Mid	100	55	Critical
Delhi NCR	Network Planning Engineer	Senior (10+ yrs)	100	55	Critical
Delhi NCR	Enterprise Account Manager	Mid	100	78	Moderate
Mumbai	RF Engineer	Mid	100	68	High
Mumbai	Enterprise Account Manager	Mid	100	80	Moderate
Hyderabad	OSS/BSS Developer	Mid	100	72	High
Hyderabad	FTTH Field Tech	Entry	100	90	Low/Moderate
Chennai	NOC Engineer	Mid	100	75	Moderate–High
Pune	OSS/BSS Developer	Mid	100	68	High
Tier-2	Tower / Fiber Technician	Entry	100	60	High

India faces 2.41M demand-supply gap (TSSC). 5G-linked roles: 28% gap. Demand/Supply indexed to 100. Sources: TSSC 5G Talent Gap Report 2023–24, IBEF, TeamLease EdTech.

3.4 CAMPUS HIRING PIPELINE

Campus Supply

Institution Type	# Institutes	Annual Grads	Telecom-Relevant%
Tier-1 Engineering (IITs, top NITs, top state)	~50	75,000	25% (~18,750)
Tier-2 Engineering Colleges	~1,500	7,00,000	20% (~1,40,000)
Diploma / Polytechnic (EE/ECE/Telecom)	~2,000	3,50,000	30% (~1,05,000)

Campus-to-Industry Conversion Gap (2026E)

Role Category	Campus Supply/yr	Industry Demand/yr	Gap Indicator
Field Technicians / FTTH Installers	~80,000	~70,000	**Low/Moderate – quality issues, volume okay**
RF / Network Engineers	~35,000	~45,000	**High – 5G & densification create shortage**
OSS/BSS & Telecom IT Engineers	~40,000	~55,000	**High – 28% gap reported for 5G/tech roles**
DC / Cloud-Network Ops	~10,000	~15,000	**High**
Sales & Distribution (Telecom)	~50,000	~45,000	**Low – generalist supply ample**
Customer Support	~30,000	~25,000	**Low**

45% of telecom companies planned fresher hiring in H1 2025 (TeamLease EdTech). Only 40% of CS/IT/Math grads directly employable in tech sectors (TSSC). Total telecom-relevant campus supply: ~1.16M/yr.

Sources: AICTE total UG intake, TSSC 5G Talent Gap Report, NSDC/AICTE diploma programs, TeamLease EdTech 2025 fresher survey.

04

COMPENSATION BENCHMARKING

India Telecom Talent Landscape 2025–26

4.1 WIRELESS TELECOM – ROLE × EXPERIENCE COMPENSATION MATRIX

Role	0–2 yrs	3–7 yrs	8–12 yrs	13–17 yrs	18–22 yrs	22+ yrs
RF Engineer	**7–9**	**14–18**	**20–26**	30–38	40–50	50–65
Network Planning Engineer	**8–10**	**16–20**	**24–32**	35–45	48–60	60–75
NOC Engineer	**6–8**	**12–16**	**18–24**	26–34	35–45	45–60
Field Operations Manager	**7–9**	**13–17**	**19–25**	28–36	38–48	50–65
Enterprise Sales Manager	**8–11**	**15–20**	**22–30**	32–42	45–55	55–70
Retail Sales Executive	**3–5**	**6–10**	**10–15**	14–20	18–25	NA
Customer Support Supervisor	**4–6**	**8–12**	**12–18**	16–24	22–30	28–38
HR / Talent Acquisition Mgr	**7–10**	**14–18**	**20–28**	28–38	38–50	50–65

Sub-Industry Premium:
Jio/Airtel pay +5–12% vs market median. Vi pays at/below market. BSNL pays −10 to −15%. Enterprise Sales premium: +8–12% vs baseline.

Variable component: 12–18% of annual CTC for mid/senior roles. Blue cells (0–12 yrs) = active hiring bands. All values in ₹ LPA (Lakhs per Annum). (E) = Estimated.

Sources: Glassdoor, 6figr, AmbitionBox, PayScale, Aon Salary Survey 2025–26 (+9% YoY growth). All figures (E) unless tagged (S).

4.2 OEM & OSS/BSS – ROLE × EXPERIENCE COMPENSATION MATRIX

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Telecom Equipment & OEMs (Ericsson, Nokia, etc.)

Role	0–2 yrs	3–7 yrs	8–12 yrs	13–17 yrs	22+ yrs
5G RAN Engineer (R&D)	**9–12**	**18–24**	**28–38**	42–55	70–90
Protocol Engineer (Core/RAN)	**8–11**	**17–23**	**26–35**	38–50	65–85
SW Developer (Telecom Stack)	**7–10**	**15–21**	**23–32**	35–47	62–80
Network Services / Integration Eng	**6–9**	**13–18**	**19–27**	28–38	50–65
Solution Architect (SP Vertical)	**8–11**	**16–22**	**24–33**	34–46	60–78
Field Services Engineer (OEM)	**5–7**	**10–14**	**15–21**	22–30	42–55

OSS/BSS & Network Software

Role	0–2 yrs	3–7 yrs	8–12 yrs	13–17 yrs	22+ yrs
OSS/BSS Developer (Telecom)	**7–9**	**14–19**	**21–29**	32–42	55–70
Network Automation / Cloud-Net Eng	**8–11**	**16–22**	**24–33**	35–47	62–80
Billing Engineer (Telecom Platforms)	**6–8**	**12–17**	**18–26**	28–37	50–65
Data Engineer (Telecom Analytics)	**7–10**	**15–21**	**23–32**	34–46	60–78
QA / Test Automation (OSS/BSS)	**5–7**	**10–14**	**15–21**	22–30	42–55

OEM premium: +15–30% vs telecom median. Ericsson/Nokia pay +20–35%. Cloud-Net Engineer in OSS/BSS = highest OSS role at +15–25%. Sources: Glassdoor, 6figr, AmbitionBox, Aon 2025–26.

4.3 CITY PREMIUM & SKILL PREMIUM ANALYSIS

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City Compensation Premium (vs National Median)

City	Premium%	High-Paying Roles
Bengaluru	**+8–12%**	RF Eng, 5G RAN, OSS/BSS Dev, Data Eng
Mumbai	**+8–11%**	Enterprise Sales, DC Ops, Jio HQ roles
Delhi NCR	**+6–10%**	Enterprise Sales, Network Planning, Solution Arch
Pune	**+2–6%**	OSS/BSS (Amdocs), Field Ops
Hyderabad	**+2–5%**	OSS/BSS Dev, Cloud-Net Eng
Chennai	**+0–3%**	Network Ops, NOC, SW Dev (Nokia)
Kolkata	**−5 to 0%**	Field Ops, Call Centre
Tier-2 (avg.)	**−12 to −8%**	Field Technician, Retail Sales

Niche Skill Premium (vs Base Role)

Skill	Premium %	Availability
5G RAN Optimization	**+20–30%**	**Low**
Cloud-Native Telecom (NFV/SDN)	**+20–32%**	**Low**
Telecom Security (5G Cybersecurity)	**+25–35%**	**Critical**
Network Automation (Python+Telecom)	**+18–28%**	**Low**
OSS/BSS Domain (3+ yrs telecom stack)	**+15–22%**	**Medium–Low**
Data Eng (Telecom Analytics)	**+18–25%**	**Medium**
Fiber Network Design	**+12–18%**	**Medium**
Enterprise Telecom Sales (NLD/ILD)	**+12–20%**	**Medium**
Tower/Fiber Site Acquisition	**+10–16%**	**Medium**

Compensation Summary by Sub-Industry (Mid-Level, 5–7 yrs, Indicative)

Sub-Industry	Role (Mid, 5–7 yrs)	CTC ₹ LPA	vs Median
OEMs (Ericsson, Nokia)	5G RAN Engineer	18–24	**+20–30%**
Wireless Operators	RF Engineer	14–18	**Baseline**
OSS/BSS	OSS/BSS Developer	14–19	**+2–8%**
Data Centers (Telecom)	DC Ops Engineer	12–16	**−2 to 0%**
Infra (Towers)	Tower Ops Engineer	10–14	**−5 to −8%**
Wireline/ISP	FTTH Network Engineer	10–14	**−5 to 0%**

Sources: 6figr, AmbitionBox, Glassdoor, PayScale, Aon 2025–26, EY India Salary Survey. Highest premium: 5G Cybersecurity +25–35%. All values (E).

05

WORKFORCE BEHAVIOUR

India Telecom Talent Landscape 2025–26

5.1 ATTRITION ANALYSIS – OVERALL & SUB-INDUSTRY

Peepal
20 YEARS OF TRUST

28–32%

Overall Attrition Rate (2025–26E)

Voluntary: 22–26% | Involuntary: 4–6%

35–42%

Field Technician Attrition (Highest Role)

Retail Sales: 32–38%

18–22%

OEM Sector Attrition (Lowest)

R&D-heavy; global career paths retain talent

Sub-Industry Attrition Breakdown

Sub-Industry	Attrition Rate%	Voluntary%	Key Driver
Telecom Infrastructure (Towers/Fiber)	**30–36%**	25–30%	Field-tech churn; low Tier-2 wages; physical demands
Wireline / Broadband	**28–32%**	22–26%	Field-ops heavy; high rotation; low upskilling
Wireless Telecom Operators	**24–28%**	20–24%	5G transition mobility; OEM/IT poaching; burnout
Telecom-linked Data Centers	**24–28%**	20–24%	Ops churn; cloud-native talent poaching
OSS/BSS & Network Software	**20–25%**	17–22%	IT services + cloud firms compete; telecom domain lock-in limited
Telecom Equipment & OEMs	**18–22%**	15–18%	R&D-heavy; strong brand loyalty; global career paths

Base: TeamLease FY23–24 telecom attrition 43.4% (incl. field). Adjusted to 28–32% for core telecom 2025–26E. Sources: TeamLease, Aon India 2025, PeopleMatters.

5.2 ATTRITION BY ROLE & EXPERIENCE BAND

Peepal
20 YEARS OF TRUST

Role-Level Attrition (Core Telecom)

Role	Attrition%	Pressure
Field Technician (Tower/Fiber/FTTH)	**35–42%**	High
Retail Sales Executive	**32–38%**	High
NOC Engineer	**22–26%**	Med–High
OSS/BSS Developer	**20–24%**	High
RF Engineer	**18–22%**	High
Sales Manager (Enterprise)	**16–20%**	Medium
Network Planning Eng	**15–18%**	Medium
Cluster Manager / Regional Head	**14–18%**	Low

Attrition by Experience Band

Experience Band	Attrition%	Key Driver
0–2 yrs (Entry)	**38–44%**	Wage-seeking; career exploration; field/retail dominance
3–7 yrs (Mid)	**24–30%**	Peak mobility window; external opportunities visible
8–12 yrs	**18–22%**	Career consolidation; management track clearer
13–17 yrs	**12–16%**	Career locked; benefits vesting; rare moves
18–22 yrs	**10–14%**	Late-career; retirement planning
22+ yrs	**8–12%**	Very high lock-in; retirement proximity

City-Level Attrition

City	Attrition%	Risk
Tier-2 (avg.)	32–38%	**Critical**
Hyderabad	26–30%	**High**
Mumbai	25–29%	**High**
Delhi NCR	24–28%	**High**

Highest attrition: Field Tech 35–42%, Entry band 38–44%. Lowest: Leadership 8–12%. Sources: TeamLease, Aon India 2025, PeopleMatters, LinkedIn Workforce Insights.

5.3 JOB-SWITCHING INTENT & ATTRITION VS INTENT RISK MATRIX

Peepal
20 YEARS OF TRUST

45–52%
Considering a Change
Overall workforce

18–24%
Actively Interviewing
Subset of 'considering'

27–32%
Passive Seekers
Open but not active

Role-Wise Switching Intent

Role	Considering%	Active%
Field Technician	48–56%	24–32%
Retail Sales Executive	45–52%	20–28%
OSS/BSS Developer	38–45%	16–22%
Cloud-Network Engineer	35–42%	14–18%
RF Engineer / 5G RAN	32–38%	12–16%
NOC Engineer	32–38%	14–20%
Sales Manager (Enterprise)	30–36%	12–18%
Network Planning Engineer	28–34%	10–14%

Attrition vs Intent – Risk Interpretation

Segment	Attrition%	Intent%	Risk Type
RF Engineer (Wireless, 5–7 yrs)	18–22%	32–38%	**Latent Risk**
OSS/BSS Developer (3–7 yrs)	20–24%	40–46%	**Latent Risk**
Cloud-Network Eng (3–7 yrs)	20–26%	35–42%	**Latent Risk**
Field Tech (Tier-2, 0–3 yrs)	38–44%	62–68%	**Expected Churn**
NOC Engineer (All, 3–7 yrs)	22–26%	32–38%	**Moderate Risk**
Network Planning (8–12 yrs)	15–18%	28–34%	**Moderate Risk**
Cluster Manager (Infra, 8–12 yrs)	14–18%	20–26%	**Stable**

Latent risk = Intent > Attrition by 10–15pp: passive pool ready to exit. Expected Churn: natural high rotation. Sources: TeamLease, LinkedIn Workforce Insights, Aon India, PeopleMatters.

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