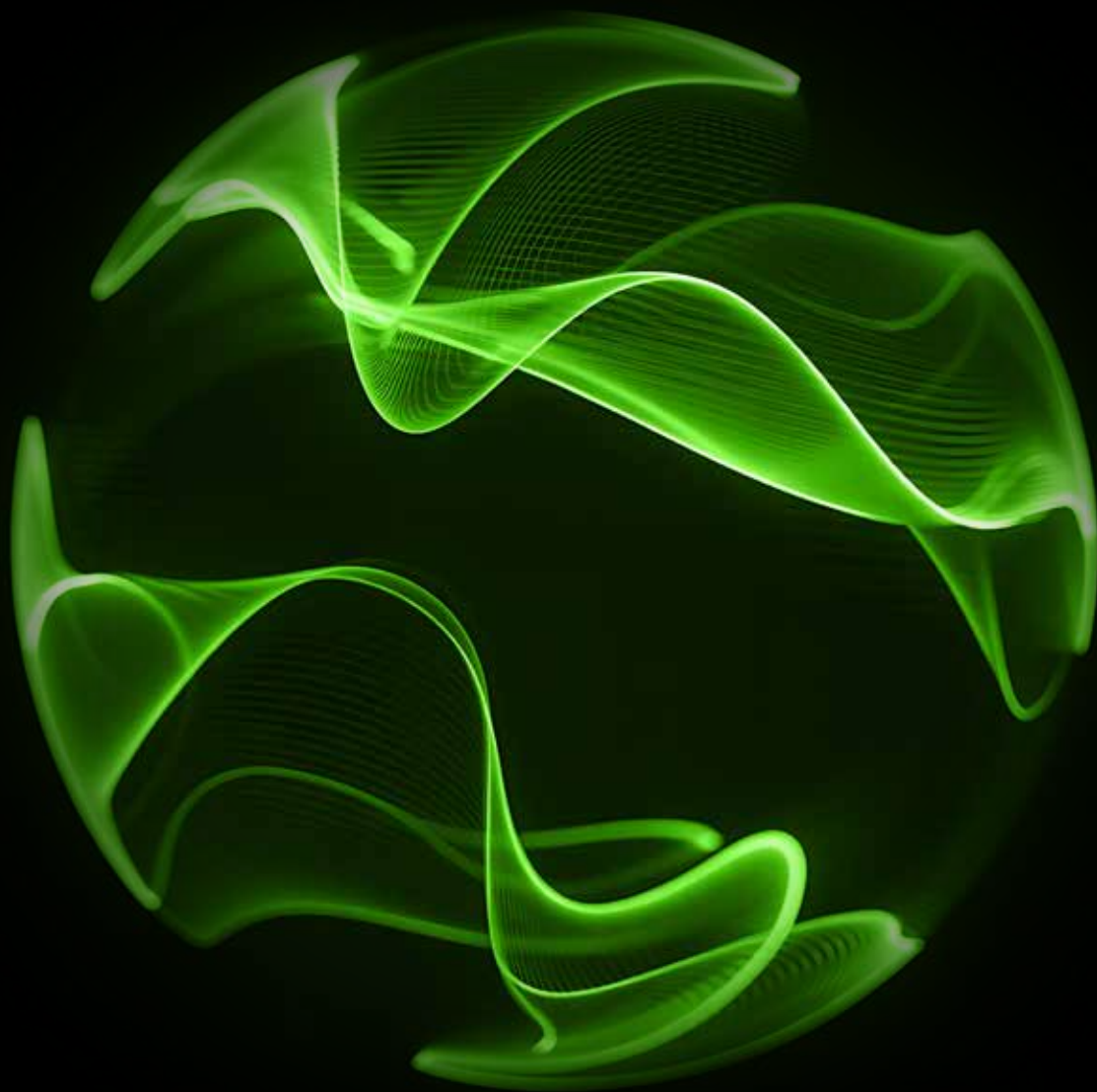




Future of work and people
analytics maturity –
The Indian story

July 2026

Table of contents

Executive summary	03
Introduction	04
Future of work	05
The evolution dynamics	05
The Indian context	07
Rethinking people data management	09
The role of people analytics	10
Enabler of the inverted HR pyramid	10
Catalyst for workforce and workplace transformation	11
People analytics maturity in India – A growth journey	13
Core priorities and development opportunities observed this year	13
Movement along the maturity curve	14
Maturity deep-dive by pillar	14
Framework and approach	16
Conclusion	18
Endnotes	19
Connect with us	20

Executive summary

This report explores how Indian organisations are responding to the evolving nature of work and the growing impact of AI, while examining the changing role of HR in enabling this transformation. It highlights how effective utilisation of employee data can help organisations keep pace with AI-driven growth and workforce transformation. The insights presented reflect the progress organisations have made and the areas that require continued focus as they navigate an increasingly dynamic and evolving landscape.



India's opportunity with embedded challenges

While strong digital infrastructure and a young workforce position India to benefit from AI, challenges such as job displacement risks, skill gaps and uneven adoption require large-scale reskilling and inclusive workforce strategies.



AI as a defining force in the future of work

The rise of GenAI and agentic AI is reshaping how work gets done. Rapid development and adoption are transforming how organisations operate, making AI central to competitiveness. This evolution is accelerating the future of work by shifting organisations towards a more outcome-driven and human-AI collaborative operating model.



People analytics as a strategic enabler

Organisations are increasingly relying on people analytics to shift from intuition-led decisions to insight-driven workforce strategies, powered by initiatives such as workforce planning, talent management and workplace design, elevating HR from a transactional role to a strategic business partner.



Convergence of work, workforce and workplace

The traditional boundaries within work, the workforce and the workplace are blurring. Organisations are moving towards more integrated, flexible models where roles are fluid, continuous upskilling is essential, talent is dynamically deployed and work is enabled seamlessly across physical and digital environments.



Shift to the access-curate-engage workforce model

Traditional talent models are giving way to more flexible approaches that prioritise access to diverse talent pools, continuous capability building and a stronger focus on employee experience.

Growing but uneven maturity across organisations

About 40 percent of organisations in India have moved beyond early-stage maturity levels, embedding analytics into decision-making, though progress varies significantly across industries.^[3]

• Capability gaps that need attention

Despite progress, challenges remain in areas such as data infrastructure, data literacy, governance and the ability to translate insights into meaningful action on the ground.

• Future success depends on the integration of technology and human strategy

Organisations that effectively combine AI adoption with strong data capabilities and human-centric workforce practices will be best placed to build resilient and high-performing workforces.

Introduction

Organisations today are navigating an era of accelerated technological disruption and intensifying competitive pressure, where staying current with emerging technologies is no longer enough. The rapid rise of GenAI and increasingly, agentic AI is reshaping how companies drive growth, deliver value and remain competitive. As expectations from technology evolve, organisations are embedding these capabilities across their businesses, not only to innovate but to sustain relevance in an increasingly AI driven landscape.

While firms are using emerging AI technologies such as agentic AI to move faster and operate more efficiently, those slow to

adapt risk being outpaced by AI-native players that can deliver superior value at scale. In this context, AI adoption is no longer optional; it is central to long-term competitiveness and growth.

This AI-led transformation has a direct and proportional impact on how organisations think about work, productivity and people. At its core, it is reshaping the **future of work** across three interconnected pillars: **Work, workforce and workplace.**



Work is evolving as automation and AI take over routine and increasingly complex tasks, enabling employees to focus on higher-value problem-solving, innovation and creativity.



Workforce strategies are shifting from traditional models of attract, develop and retain towards access, curate and engage, placing greater emphasis on continuous upskilling and agile talent deployment.



Workplace is transforming into a flexible, hybrid ecosystem that seamlessly integrates physical and digital collaboration.

In this environment, HR plays a pivotal role in enabling this transformation, transitioning from a support function to a strategic partner, shaping workforce decisions, employee experience and productivity. However, navigating the evolving dynamics of work, workforce and workplace requires organisations to move beyond intuition-based choices towards **data-driven decision-making.**

Against this backdrop, **people analytics** has emerged as a critical enabler, equipping leaders with actionable insights to anticipate workforce needs and align talent strategies with a

rapidly changing world. Yet, the maturity and adoption of people analytics vary significantly across regions, particularly between developed and developing economies.

Drawing on insights from **over 85 organisations**, this report explores how companies in **India** are using people analytics to drive transformation across work, workforce and workplace while navigating emerging digital- and AI-related opportunities and constraints.

Future of work

The evolution dynamics

Work, workforce and workplace are no longer evolving in isolation; they are converging into a single, interconnected system shaped by technology, business priorities and human expectations. At the centre of this transformation are the rapid advances in GenAI and agentic AI, which are automating tasks and increasingly augmenting and orchestrating how work gets done.



Work

The nature of **work** is undergoing a fundamental shift, though the pace and extent of this change vary significantly by industry, role type and task composition. While automation has long replaced routine, repeatable activities, GenAI now enables machines to perform cognitive tasks such as content creation, problem-solving and decision support. Agentic AI takes this evolution further by executing multi-step workflows autonomously, coordinating across systems and dynamically adapting to changing inputs. As a result, work is steadily moving away from predefined, task-based execution towards outcome-driven, human-AI collaboration, where the greatest value lies in human judgment, creativity and complex decision-making.

This shift is not only about job displacement but also job creation. The World Economic Forum estimates that while automation may displace 85 million roles globally, it could create 97 million new roles focused on digital skills, analytical thinking and cross-functional collaboration (WEF Future of Jobs Report 2020).^[5] As a result, organisations are moving away from repetitive task-based roles towards positions that emphasize adaptability, innovation and data literacy.

To support this transition, **continuous learning has become a business imperative**. Roles are increasingly dynamic, requiring employees to regularly update their skills to work effectively alongside evolving technologies. In this way, the **work** pillar is no longer defined purely by output, but by the ability to combine human ingenuity with technological capability to drive long-term competitiveness.



Workforce

This AI-driven shift reshapes how organisations approach the **Workforce**. As roles become more fluid and continuously evolving, traditional models of *attract, develop and retain* are giving way to a more agile *framework—access, curate and engage*. This evolution reflects the need for greater flexibility, faster alignment of skills to business priorities and a heightened focus on workforce experience in an AI enabled, rapidly changing environment.

- **Access:** “Access” expands the definition of the workforce beyond full-time employees to include freelancers, gig workers, contractors and ecosystem partners. Rather than building all capabilities internally, organisations increasingly secure the right skills at the right time through a blended talent ecosystem. Workforce ecosystems improve agility, enable faster response to shifting market demands and address specialised skill gaps more efficiently. According to Deloitte’s Global Human Capital Trends Report,^[8] organisations embracing workforce ecosystems are better positioned to manage fluctuating demand and emerging skill requirements.
- **Curate:** The shift from “develop” to “curate” signals a move away from standardised training towards dynamic, individualised learning journeys. As skill requirements evolve quickly, organisations must continuously align workforce capabilities with emerging business priorities. Curating learning involves proactively identifying future skill needs and guiding employees through targeted development pathways, ensuring they are ready for evolving roles rather than relying on static training programmes.
- **Engage:** Engagement now extends beyond traditional retention strategies and focuses on creating a meaningful and supportive employee experience. In hybrid and digitally enabled workplaces, employees increasingly expect flexibility, purpose, support for well-being and clear growth opportunities. Sustained engagement strengthens workforce adaptability, improves performance and ensures employees remain aligned with evolving organisational goals.



Workplace

These changes naturally extend into the **workplace**. The future workplace is no longer defined by a single physical location but by a blend of physical spaces, digital environments and organisational norms that shape how people collaborate and connect.

Globally, organisations are moving from centralised office models towards **hybrid structures** that combine in-person and remote work. Employee expectations are a major driver of this shift, with many preferring flexibility in where and how they work. Hybrid models allow organisations to balance collaboration, autonomy, and productivity, supported by digital tools that enable seamless communication across locations.

At the same time, organisations are redesigning how work is coordinated. Virtual **centres of excellence and digitally enabled teams** make expertise accessible across geographies, supporting more decentralised and resilient operating models. Flexible workspace and staffing approaches are also emerging, allowing businesses to scale talent and infrastructure in response to changing needs. However, this transition is uneven; industries dependent on physical operations, such as manufacturing and healthcare, continue to require a strong on-site presence.

Culture, well-being and Inclusion in a hybrid world

Workplace transformation is not only structural but cultural. As boundaries between work and personal life blur, organisations are placing greater emphasis on employee well-being, belonging and meaningful connection. Well-being programmes, flexible schedules and mental health support are becoming central to employee experience strategies, helping sustain performance in distributed environments.

Inclusion is equally critical. Remote and hybrid models can widen access to opportunities, but they can also create risks of isolation or unequal visibility. Research highlights ongoing challenges around collaboration, communication and social connection in remote settings, underscoring the need for deliberate inclusion practices. Organisations are therefore investing in tools and practices that foster connection, equitable participation and a sense of belonging across locations.

People analytics and AI are increasingly supporting this effort by helping organisations understand patterns in engagement, collaboration and sentiment. These insights guide targeted actions to strengthen team cohesion, identify groups that may feel disconnected and promote more inclusive workplace practices.

Taken together, the shifts across **work, workforce and workplace** signal a fundamental reset in how organisations operate and create value. What is emerging is not a series of isolated changes, but a more integrated, adaptive system where roles are fluid, talent is dynamically deployed, and work happens seamlessly across physical and digital environments. In this context, the organisations that will lead are those that can continuously align evolving work demands with the right skills, while creating workplaces that support performance and well-being. As AI and data become more embedded in everyday operations, the ability to combine human judgment with technological capability will define long-term success. The future of work, therefore, is less about a fixed destination and more about building the capacity to adapt, learn and evolve in a constantly changing world.

The Indian context

In India, the transformation of work driven by AI presents opportunities and complexities. With a large, young workforce and a strong digital ecosystem, the country is well-positioned to benefit from AI-led productivity gains. However, automation also poses challenges in sectors reliant on routine, labour-intensive roles. The Economic Survey 2023–24 highlights this dual impact: AI can accelerate growth, but managing employment transitions at scale remains critical in a labour-abundant economy (Economic Survey India 2023-24)^[6].

The debate around automation in India, therefore, centres on balance. While organisations are leveraging technology to improve efficiency, concerns around job displacement, skills gaps, and inequality persist. Structural disparities and regional differences further complicate the pace and inclusiveness of this shift. Policymakers and businesses alike face the task of ensuring that technological adoption does not outpace workforce preparedness.

Sustainable progress will depend on large-scale upskilling, inclusive workforce strategies, and collaboration between industry and government. The goal is not just digital advancement, but the creation of equitable, future-ready employment where human and technological capabilities complement each other.

Insights from our survey of 85 organisations reflect this transition in motion. Over half have begun integrating AI into HR and work processes, and more than 60 percent report a visible shift from task-based roles towards roles that require problem-solving and creativity. However, adoption remains uneven, reinforcing the need for structured reskilling efforts and data-driven workforce planning to ensure organisations and employees are prepared for the evolving nature of work.

This evolving nature of work is also reshaping how organisations in India think about their workforce. Workforce strategies are increasingly adopting the **Access-Curate-Engage** lens to balance flexibility with inclusion and scale in an AI-enabled environment. The rise of gig workers and platform-based work highlights this transition, with millions of professionals participating in non-traditional employment models (NASSCOM. (2023). *Gig Economy and the Future of Work in India*).^[9] This expanding talent pool offers organisations greater agility, but it also requires stronger systems for coordination, skill validation, and workforce integration.

Digital enablement further strengthens the **access** strategy. Remote work models and digital hiring platforms enable Indian organisations to source talent across regions, reducing geographical constraints and broadening workforce participation.

Meanwhile, **curate** and **engage** strategies are becoming critical in a workforce marked by varied educational backgrounds, skill levels and career aspirations. Organisations are investing in more tailored learning pathways and digital engagement tools to support continuous development, inclusion and connection, especially in hybrid environments.

Together, these developments signal a move towards a **more flexible, skills-driven and experience-focused workforce model in India**, balancing technological progress with workforce resilience and opportunity.

Survey insights: Evidence of the access-curate-engage shift

Survey findings reinforce the strategic shift towards **access, curate and engage** workforce models.



Access: About 80 percent of organisations report strengthening workforce planning and contingent talent strategies, enabling more flexible on-demand access to critical skills.



Curate: Around 76 percent are actively identifying skill gaps, and 59 percent are investing in cross-learning, personalised development pathways and internal mobility, signalling a move towards continuous, targeted capability building.



Engage: About 81 percent are rethinking traditional retention approaches by strengthening employee experience, well-being and career development, while enabling multidirectional career mobility across roles, functions and career paths.

Together, these trends indicate a workforce model that prioritises **agility, skills alignment and employee growth** over static role structures. Data-driven insights increasingly guide workforce decisions, enabling organisations to improve productivity, strengthen collaboration and build adaptable workforces capable of evolving alongside technological and market change.

As workforce models become more flexible and distributed, these shifts are naturally extending into how work is experienced on the ground. India's workplace evolution reflects global trends while accounting for local realities. Hybrid work adoption has accelerated in sectors such as technology, financial services and professional services, supported by strong digital infrastructure and a distributed talent base. Many organisations are using hybrid models to tap talent beyond major metros, enabling participation from tier 2 and tier 3 cities while optimising real estate and operating costs.

Digital collaboration models are also reshaping how expertise is deployed. Virtual teams and Centres of Excellence allow organisations to operate across regions more seamlessly, strengthening business continuity and expanding access to specialised skills.

Cultural expectations are evolving in parallel. Indian employees increasingly value work-life balance, flexibility and support for well-being, prompting organisations to invest more in employee experience initiatives. At the same time, diversity and inclusion remain central priorities in a socially and regionally diverse workforce.

Together, these trends point to a more flexible, digitally enabled and employee-centric workplace model in India, one that balances global workplace innovation with local workforce needs.

India's path forward will be defined by how effectively it aligns technological advancement with workforce readiness at scale. The opportunity lies not just in adopting AI, but in shaping an ecosystem where skills, access and experience evolve in tandem with changing business needs. Organisations that can integrate these elements while remaining inclusive and adaptable will be better positioned to unlock both enhanced productivity and participation, ensuring that growth is accelerated and broadly shared.

Our survey findings reflect these shifts:



About 80 percent of organisations report actively evolving workplace culture to strengthen inclusivity and belonging.



Around 50 percent are using AI and advanced collaboration tools to enable effective hybrid work environments.



Rethinking people data management

As organisations navigate the evolving dynamics of work, workforce and workplace, the need for better workforce decisions has become more urgent – and more complex. Traditional HR data, often fragmented across systems and focused on static reporting, is no longer sufficient to answer the questions organisations are now asking.

Leaders today need a more connected and forward-looking view of their workforce. This includes understanding how work is performed, how skills are evolving, where productivity is created and how employee experience influences outcomes such as performance, retention and collaboration. It also requires visibility into how talent can be deployed more dynamically – across roles, projects and teams – rather than within fixed job structures.

To support this, the **expectation from people data is shifting in three important ways. First, organisations need integrated data** that brings together information across the employee lifecycle - hiring, learning, performance, movement, and engagement – into a single, coherent view. **Second, there is a growing need for skills and capability visibility**, moving beyond job titles to understand what employees can do and how those capabilities can be developed or redeployed. **Third, organisations require actionable insights**, not just reports – data that can inform decisions in real time and guide interventions at the right moment.

To enable this shift towards integrated, actionable insights, organisations are now rethinking how people data is stored, structured and governed. Key practices include:

Unified data platforms: Consolidating data from multiple HR and business systems into a single source of truth.

Standardised data models: Harmonising data definitions across the employee lifecycle while structuring data in ways that support advanced analytics and AI use cases. This ensures consistency in reporting and readiness for predictive modelling, automation and insight generation.

Skills-based data structures: Moving beyond job-based data to capture skills, enabling better workforce planning and mobility.

Real-time data pipelines: Using automated pipelines and APIs for timely, dynamic insights.

Strong governance and privacy controls: Embedding data lineage, access controls and compliance measures to ensure trust and responsible use.

At the same time, this shift comes with an equally strong emphasis on responsible data use. As organisations use more advanced analytics and AI, ensuring data privacy, transparency and ethical use becomes critical to building trust and enabling adoption.

In essence, the ask from people data is no longer about tracking the workforce - it is about enabling organisations to continuously understand, anticipate and shape how work gets done. Meeting this expectation requires a shift from fragmented reporting to a more integrated, insight-driven capability - this is where People Analytics plays a pivotal role.



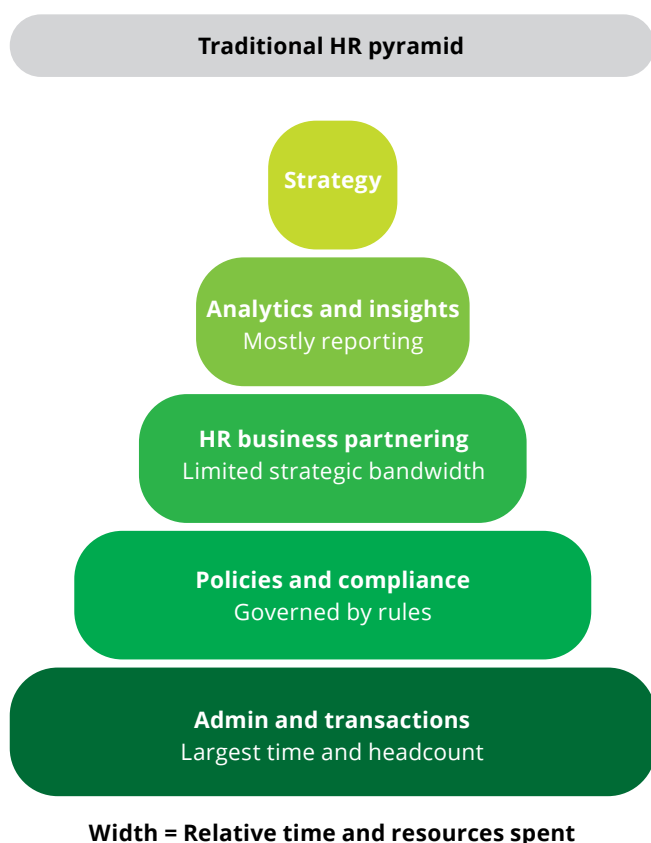
The role of people analytics

Enabler of the inverted HR pyramid

As the nature of work evolves with automation, GenAI and agentic AI, HR's role is expanding from operational support to that of a **strategic workforce architect**. This shift reflects a move away from the traditional HR pyramid, which is largely administrative and policy-driven, towards an **inverted HR**

model in which HR acts as a strategic partner focused on enabling the employee experience, building capability, and driving long term workforce effectiveness.

The diagrams below illustrate the differences between the traditional and inverted HR pyramid models.



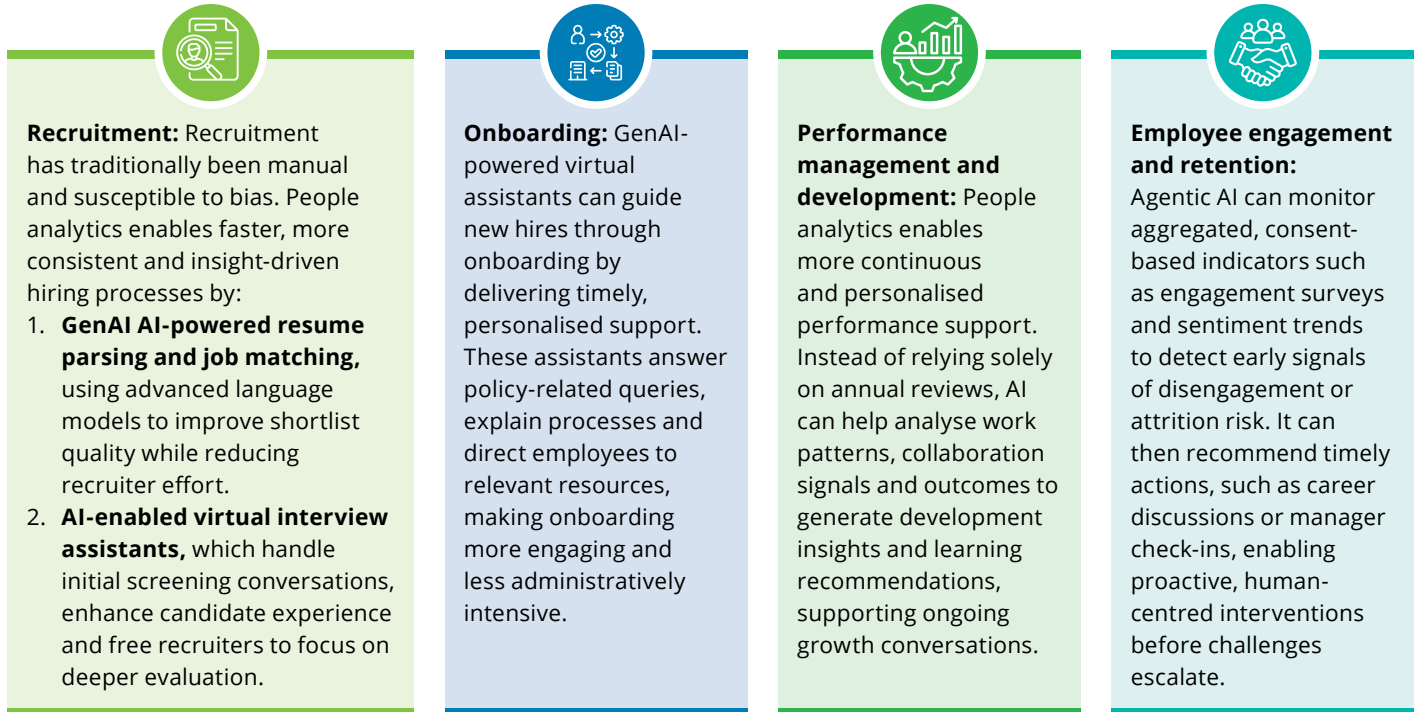
This inversion reflects a clear shift: **HR must spend less time on transactions and more on shaping workforce strategy and organisational outcomes.**

At the core of enabling this transition is **people analytics**. By providing data-driven visibility into how work is performed, people analytics helps HR identify which tasks can be automated and where human skills should be redeployed. This allows organisations to move beyond static, task-based job structures and design roles centred on problem-solving, creativity and innovation, improving productivity and employee engagement.

As digital and physical work environments converge, HR must also take greater ownership of workforce design, skills strategy and employee experience. Here, people analytics becomes more powerful when combined with emerging AI capabilities such as GenAI and agentic AI.

When embedded responsibly across the employee lifecycle, rather than used in isolated tools, these technologies extend people analytics from descriptive reporting to **predictive and proactive decision support**. They enhance efficiency, surface emerging workforce patterns, and recommend timely, human-led interventions, all within defined governance and oversight frameworks.

Together, people analytics fuelled by GenAI and agentic AI are modernising HR across key lifecycle stages:



In essence, people analytics could potentially help HR transition from reactive administration to proactive workforce stewardship, **ensuring that as work evolves, organisations and employees evolve with it.**

Catalyst for workforce and workplace transformation

At a broader level, people analytics serves as the intelligence layer that enables organisations to build workforces that are agile in accessing talent, intentional in developing capabilities and proactive in sustaining engagement. This aligns closely with the **Access-Curate-Engage** framework.

‘Access’ with people analytics

People analytics supports smarter workforce access by improving internal mobility and external talent strategies.

- **Using and mobilising the internal talent ecosystem**
Organisations can enhance their talent management strategies by leveraging and mobilising their internal talent ecosystem through two key areas: workforce planning and employee-level fulfilment recommendations.
 1. **Workforce planning and optimisation** uses internal and external market data to identify current and future skill gaps, enabling informed decisions on whether to hire, reskill, redeploy or use contingent talent.
 2. **Employee-level fulfilment recommendations** use skill inventories and AI-driven match scores to recommend

internal moves or upskilling pathways, ensuring better utilisation of existing talent while reducing hiring dependency.

- **Tapping into the external talent ecosystem**

1. **Market skills trends intelligence** helps organisations track demand and supply trends for critical skills, anticipate emerging capabilities and align hiring and build strategies with market realities. Together, these insights allow organisations to build agile, cost-effective workforce strategies grounded in internal potential and external opportunity.

‘Curate’ with people analytics

People analytics enables a shift from standardised training to **targeted capability building**.

- **Personalised learning pathways** are created by analysing skill gaps against role requirements and career trajectories, generating tailored development recommendations using AI and GenAI. Organisations can adopt **data-led (low-touch)** approaches using existing performance and work history data, or **manager-informed (high-touch)** models that combine analytics with human input.

This approach ensures learning investments are aligned to evolving business needs while supporting employees in building future-relevant capabilities.

‘Engage’ with people analytics

Engagement strategies become more precise when driven by workforce insights.

- **Visibility to employee perceptions on organisation culture**

People analytics quantifies employee perceptions of culture, leadership, well-being and inclusion using survey data, feedback channels and sentiment analysis. Cohort-level analysis highlights where specific groups face challenges, enabling targeted interventions. Linking these insights to outcomes such as attrition, performance and productivity helps organisations understand the business impact of employee experience.

- **Detecting unconscious biases in talent processes**

Advanced analytics identifies patterns of potential bias across hiring, promotions, performance ratings and compensation decisions. Statistical analysis surfaces disparities, enabling investigation of root causes and the design of corrective actions that promote fairness and inclusivity.

As workplaces become more hybrid, digital and distributed, organisations need deeper visibility into how collaboration, culture and inclusion shape employee experience. **People analytics provides this visibility**, helping leaders understand how work happens and where targeted interventions can improve connection, equity and performance.

Below are key applications of people analytics in shaping a future-ready workplace:

- **Optimising collaboration with Organisation Network Analysis (ONA)**

ONA provides visibility into how work happens across the organisation by analysing patterns of interaction, collaboration and information flow. By applying advanced analytics and statistical techniques, ONA enables

organisations to strengthen collaboration, enhance team effectiveness and drive innovation across three core dimensions:

1. **Identifying collaboration barriers:** Reveals obstacles to effective collaboration by examining communication patterns. Analysis of interaction frequency and information flow can pinpoint silos and gaps that impede knowledge sharing.
2. **Optimising team composition:** Enables organisations to form effective teams by evaluating employees’ skills, experiences and traits. This approach enhances productivity, problem-solving and overall employee satisfaction by aligning the right individuals with the right projects.
3. **Measuring collaboration effectiveness:** Provides metrics to assess the effectiveness of collaborative efforts. By tracking factors such as project completion time, quality of deliverables and employee satisfaction, organisations can identify areas for improvement and measure the impact of their collaboration initiatives

- **Driving diversity and inclusion through data-driven insights**

Workforce analytics examines representation, career progression and experience metrics across demographic groups. Linking diversity indicators to outcomes such as engagement, retention and performance enables targeted, evidence-based inclusion interventions.

- **Workplace experience and culture analytics**

Workplace experience analytics helps organisations understand how employees experience culture and connection in hybrid environments.

1. **Monitoring culture health across hybrid teams:** Analytics highlights variations in belonging, leadership support and inclusion across teams, locations and work models, enabling targeted actions to strengthen workplace culture.
2. **Detecting unconscious bias in talent processes:** Workplace insights reveal emerging risks related to workload imbalance, burnout or digital fatigue, enabling leaders to promote healthier and more sustainable work practices.

Taken together, People Analytics, amplified by advancing technologies, is redefining how organisations understand, design, and manage work, workforce and workplace. It enables a shift from reactive decision-making to an anticipatory, insight-led approach in which talent is deployed more effectively, skills are continuously aligned with evolving business needs, and employee experience is deliberately shaped rather than passively measured. As organisational complexity increases, **the ability to translate data into timely and meaningful action will emerge as a critical differentiator**. Organisations that embed People Analytics at the core of their operating model will be better positioned to build adaptable, inclusive and high-performing organisations in an AI-driven world.

People analytics maturity in India – A growth journey

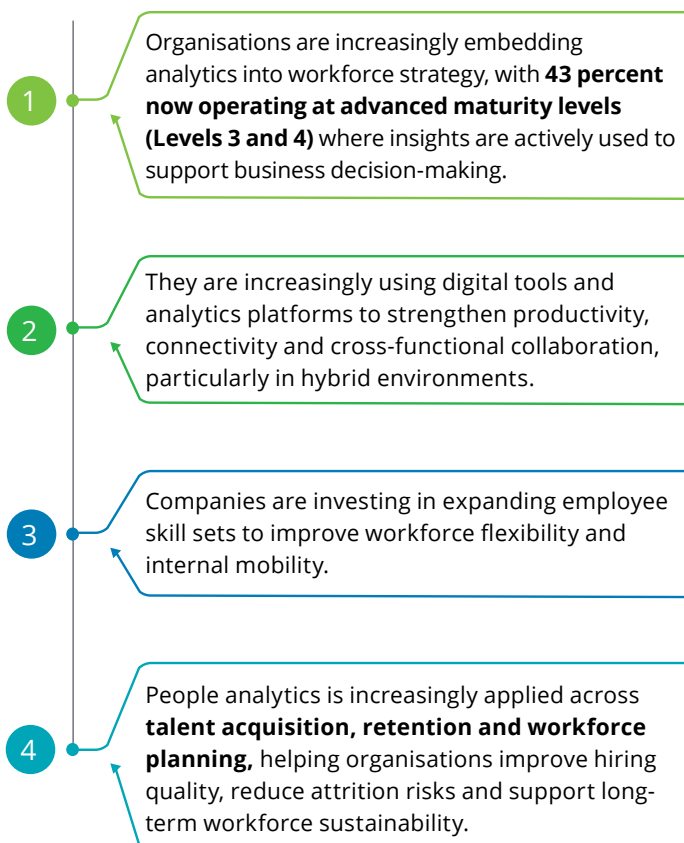
As Indian organisations advance on their future-of-work journeys, people analytics is emerging as a critical capability for informed workforce decision-making. The shift from intuition-led HR to data- and AI-enabled practices is helping organisations improve talent strategies, respond to changing skill demands, and build more adaptable and inclusive workplaces. AI is no longer a support tool; it is becoming a foundation for strategic workforce planning and organisational agility in India as well.

The insights in this section are based on results from a survey of over 85 organisations in India across a range of industries. Organisational people analytics maturity was assessed using

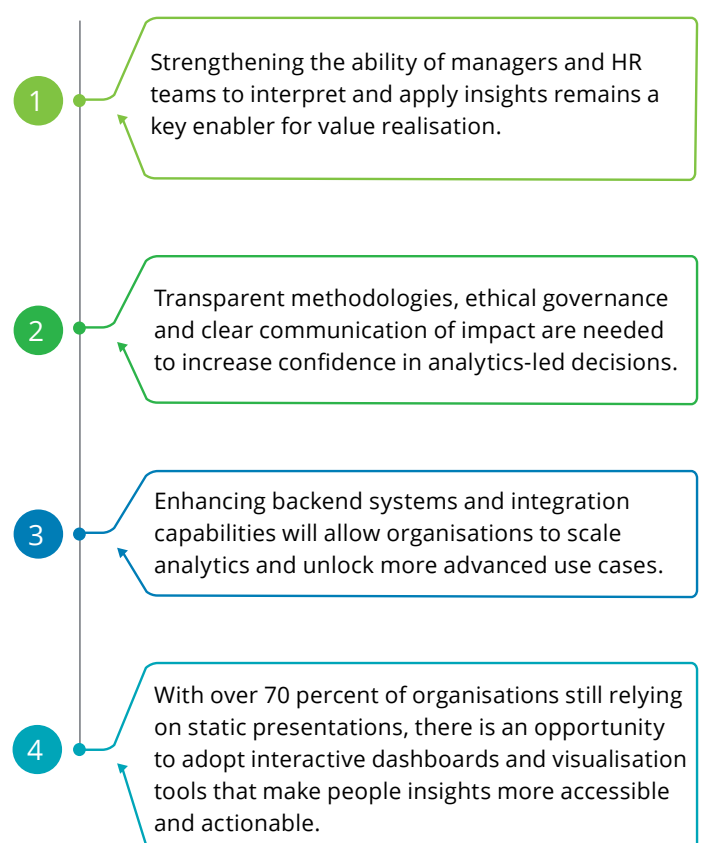
a structured maturity model that evaluates capabilities across six core dimensions. Based on performance across these dimensions, organisations were categorised into four maturity levels, ranging from fragmented, largely reporting-driven approaches to institutionalised models in which people analytics is integrated into business decision-making. The findings helped identify the key organisational priorities and development gaps, maturity patterns across industries, changes in overall maturity over time and shifts observed across individual pillars. The underlying framework and maturity assessment approach are described towards the end of this paper.

Core priorities and development opportunities observed this year

Core priorities observed this year:



Development opportunities observed this year



Movement along the maturity curve

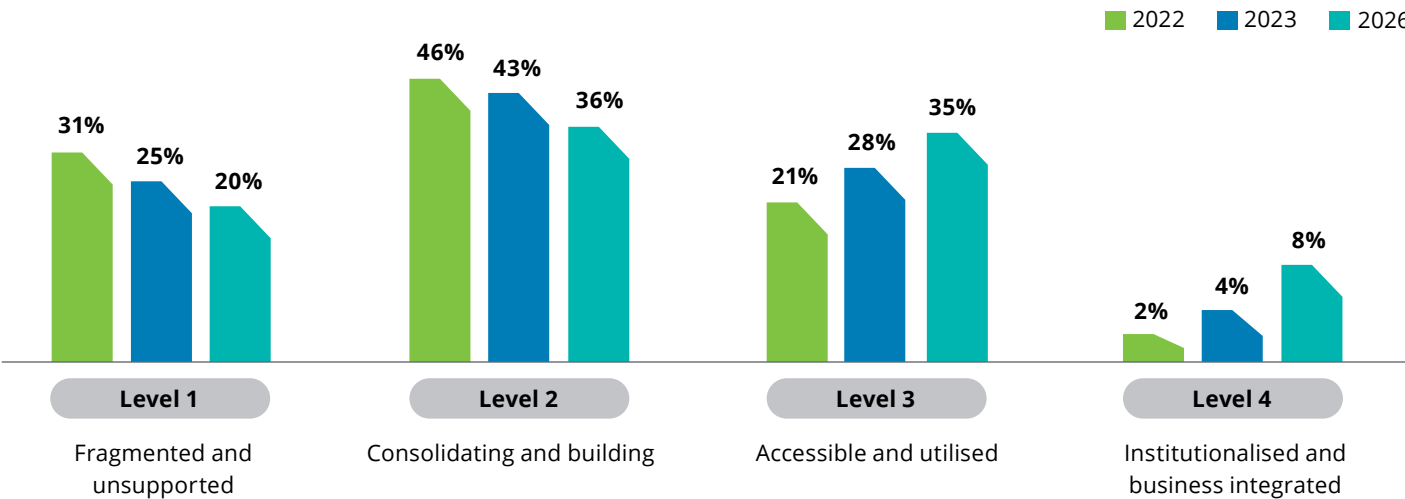
Organisations are steadily progressing beyond early-stage people analytics maturity, with nearly **40 percent now operating at Levels 3 and 4**. This advancement reflects a shift

from ad hoc reporting towards more structured, AI-enabled analytics, greater use of digital collaboration tools and a stronger emphasis on cross-skilling. As a result, data-driven insight is becoming more deeply embedded in workforce strategy and decision-making.

This year’s findings show meaningful maturity gains across industries, though adoption levels remain varied.

Industries with higher maturity	Industries with lower maturity
ITeS/Technology Over 55 percent of organisations are at advanced maturity levels, driven by strong adoption of AI-enabled processes.	Manufacturing More than 60 percent remain at early maturity stages, indicating a significant opportunity for analytics expansion.
FMCG/FMCD About 12 percent growth in organisations reaching advanced maturity, reflecting steady progress in AI-led talent practices.	Store and non-store retail Only about 30 percent have reached higher maturity levels, with adoption constrained by data and resource challenges.
Life sciences and healthcare Over 25 percent of organisations have moved from lower to higher maturity stages, supported by AI use in areas such as training and workflow optimisation.	Energy, resources and industrials Nearly 80 percent remain at lower maturity levels, with limited year-on-year movement.

Maturity score progress



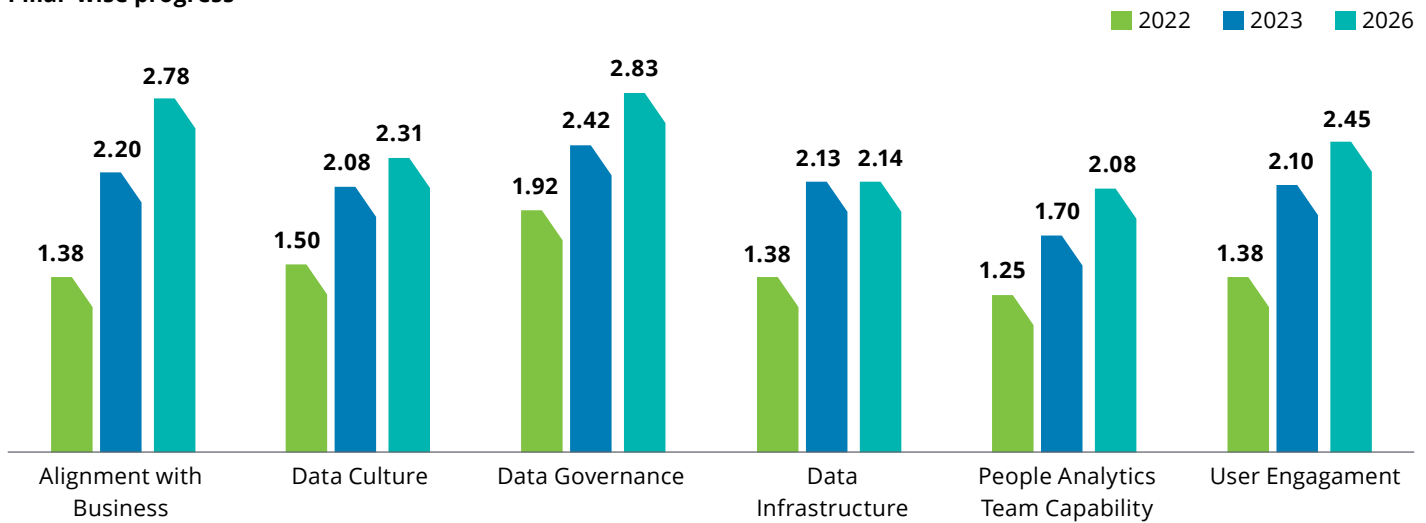
Source: Deloitte People Analytics Maturity Survey 2026

Maturity deep-dive by pillar

This year’s analysis reveals a clear growth trend in the maturity of the organisations across six key pillars. The overall improvement suggests deeper integration of people analytics

into business operations, with strides in data governance, alignment with business and user engagement. However, some pillars, such as data infrastructure, still show variability, highlighting the need for ongoing refinement to support the evolving needs of organisations.

Pillar-wise progress



Source: Source: Deloitte People Analytics Maturity Survey 2026, measured on a scale of 1 (lowest maturity) to 4 (highest maturity)



Alignment with business: From HR support to strategic lever

This pillar shows the **fastest acceleration**, jumping from **1.38 (2022) to 2.78 (2026)**. Organisations are clearly moving beyond viewing people analytics as an HR capability, instead using workforce data to shape critical business decisions and outcomes. Business alignment is no longer aspirational; it is actively taking hold.



Data culture: Progressing, but not yet embedded

Improving from **1.50 to 2.31**, data culture continues to trail structural enablers. While tools, governance, and reporting capabilities are advancing, data-driven thinking has yet to become instinctive across the broader organisation.



Data governance: Scaling with confidence

Maturity in data governance has grown steadily from **1.92 to 2.83** since 2022. Stronger frameworks around privacy, risk and oversight are enabling organisations to scale people analytics responsibly and build trust in data-led decisions. The introduction of India's Digital Personal Data Protection (DPDP) Act is also expected to accelerate investments in data governance and compliance frameworks across organisations.



Data infrastructure: Early gains, recent slowdown

After a sharp rise from **1.38 to 2.13** between 2022 and 2023, infrastructure maturity has largely plateaued at **2.14 in 2026**. This suggests that foundational systems are in place, but modernisation and integration efforts are not keeping pace with expanding analytics ambitions.



People analytics team capability: Building, but at a measured pace

Capability maturity has increased gradually from **1.25 to 2.08**, reflecting steady skill development within HR and analytics teams. However, progress remains incremental and may limit the ability to fully capitalise on growing analytics investments.



User engagement: Adoption rising, depth still limited

User engagement has improved from **1.38 to 2.45**, indicating broader adoption of People Analytics tools. Yet without a stronger data culture, usage remains largely transactional, constraining deeper, insight-led decision-making.

Framework and approach

The **people analytics maturity model** consists of six evaluation pillars that help determine the stage of PA maturity at which organisations are. **(Reference for 'People Analytics Maturity Model'- Chakrabarti, M. (2017a). Methodology for High-Impact People Analytics Research, Bersin, Deloitte Consulting LLP, Chakrabarti; M.(2017b). The People Analytics Maturity Model, Bersin, Deloitte Consulting LLP.)**^{[1][2]}

- **People analytics team capability:** Responsibilities and skills of the team and how they can be defined and developed further.
- **Alignment with business:** Assesses how closely people analytics initiatives are linked to business priorities and stakeholder needs to drive measurable impact.
- **User engagement:** Measures the extent to which analytics insights are accessible, personalised and actively used by HR, leaders and other stakeholders.

- **Data infrastructure:** Reviews the tools, systems and integration capabilities that support data collection, analysis and insight delivery.
- **Data culture:** Examines the organisation's mindset towards data-driven decision-making and the extent to which data is trusted and routinely used.
- **Data governance:** Evaluates the policies, processes and controls in place to ensure data quality, privacy, security and ethical use.

Based on the organisation's maturity across the six dimensions, they were ranked on a maturity scale from 1 to 4.^{[1][2]} **(Reference to six dimensions- Chakrabarti, M. (2017a). Methodology for High-Impact People Analytics Research, Bersin, Deloitte Consulting LLP, Chakrabarti; M.(2017b). The People Analytics Maturity Model, Bersin, Deloitte Consulting LLP.)**

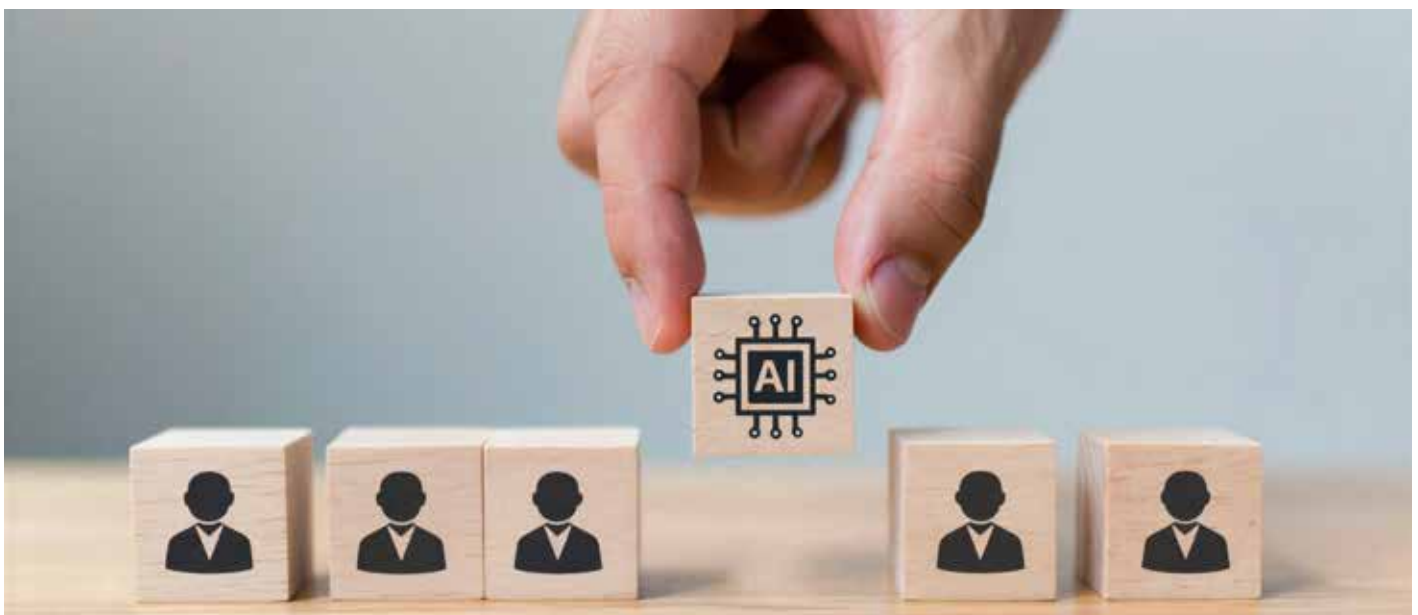
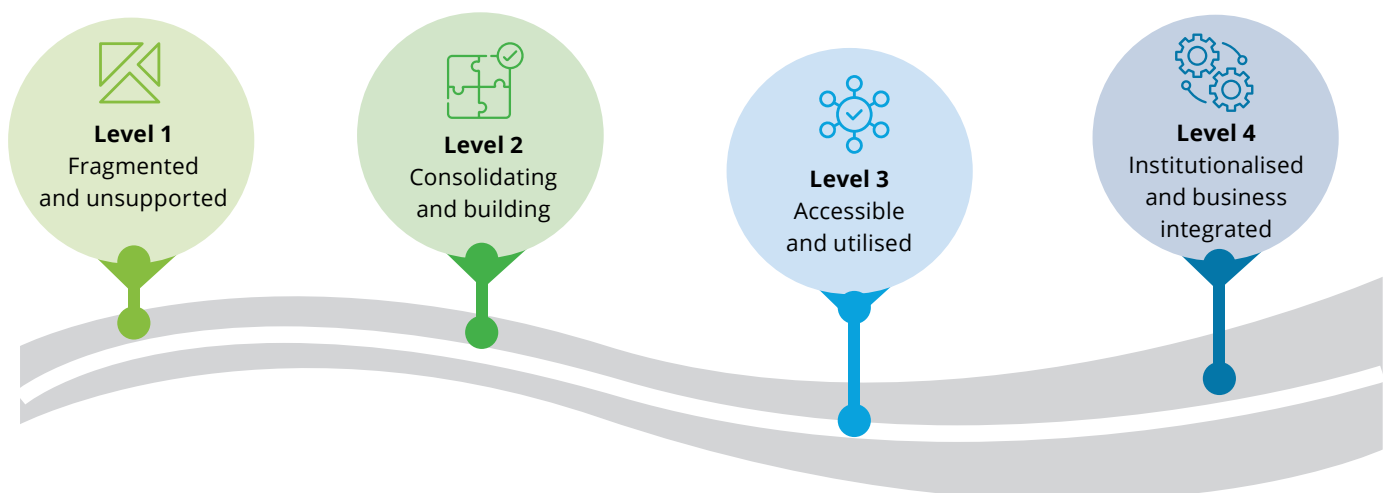


Figure 2: Stage of Deloitte People Analytics Maturity Model

	Fragmented and unsupported	Consolidating and building	Accessible and utilised	Institutionalised and business integrated
 People Analytics and team capability	Limited capability with focus on reporting	Specialised PA team defines data needs and uses embedded analytics tools	The PA team offers predictive insights using advanced, and interdisciplinary analyses	PA team has a forward-looking approach using real-time data and delivery is enhanced by innovation
 Data infrastructure	HRIS reports and spreadsheet based delivery	Automated reports and dashboards in response to ad hoc requests	Automated and personalised dashboards after understanding business capability needs	Integrated data Infrastructure advanced solutions, and third party expertise is used
 User engagement	HR leadership is a primary customer for PA work	Serves across HR function	Established customer base across HR and businesses	Serves wide array of internal and external stakeholders
 Data governance	No or limited role in data governance with issues in data quality	Visible but limited role in data governance	Prioritise governance and ethics	Prominent governance and high quality data
 Alignment with business	Intuition driven decision making	Talent decisions based on intuition but validated by data	Talent decisions taken after analysing data and insights	PA integral to business, talent, and daily course decisions
 Data culture	Lacks basic skills	Building data literacy and skills through learning opportunities	Enhanced data literacy and learning through experimentation	Data skills permeate HR career paths with focus by focusing on learning for all

Conclusion

India's future of work journey sits at the intersection of rapid technological progress and a vast, diverse workforce. As explored through the pillars of **work, workforce and workplace**, organisations must balance automation with employment generation, flexibility with inclusion and digital advancement with human well being. Each pillar presents distinct challenges in the Indian context, but also significant opportunities to build more agile, skills-driven and employee-centric organisations.

People analytics emerges as a critical enabler across this transformation. Equipping leaders with evidence-based insights supports smarter role design, more dynamic workforce strategies and more inclusive, connected workplace environments. As GenAI and agentic AI reshape how work is designed and decisions are made, the role of people analytics becomes even more central. When strengthened with these capabilities, people analytics enables organisations to anticipate skill needs, personalise development at scale and

actively shape the employee experience, while upholding responsible governance and ethical use.

Encouragingly, Indian organisations have made significant progress in people analytics maturity since 2022, moving from fragmented efforts towards more structured, strategically aligned practices. While leading sectors are advancing faster than others, the broader momentum signals a growing recognition that workforce decisions must be data informed. The next phase of growth will depend on deepening data literacy, strengthening infrastructure and embedding analytics into everyday decision-making, so that organisations can fully harness AI-enabled insights to build resilient, inclusive and high-performing workplaces.

Ultimately, organisations that combine technological adoption with data-driven, human-centred workforce strategies will be best positioned to thrive in India's evolving world of work.



Endnotes

1. Chakrabarti, M. (2017a). Methodology for High-Impact People Analytics Research, Bersin, Deloitte Consulting LLP.
2. Chakrabarti, M. (2017b). The People Analytics Maturity Model, Bersin, Deloitte Consulting LLP.
3. People analytics maturity in India 2023 (A Deloitte report)
4. What is future of work? Rethinking work, workforces, and workplaces (A Deloitte report)
5. The Future of Jobs Report 2020 (World Economic Forum)
6. Economic Survey India 2023-24
7. Future of Work: The India Story (Friedrich Ebert Stiftung)
8. 2023 Global Human Capital Trends (A Deloitte Report)
9. NASSCOM. (2023). Gig Economy and the Future of Work in India
10. What does the future hold for India? (McKinsey Article)
11. Rethinking the workplace: Hybrid work in the future of work (A Deloitte article)
12. NASSCOM Return to Workplace Survey - Evolving Towards Hybrid Operating Model
13. Confederation of Indian Industry annual report 2023-24

Connect with us

Nitin Razdan

Partner and Human Capital
Consulting Leader
Deloitte South Asia
nitinrazdan@deloitte.com

Saurabh Dwivedi

Partner
Deloitte India
saudwivedi@deloitte.com

Deepan Dasgupta

Partner
Deloitte India
deedasgupta@deloitte.com

Contributors

Aditya Agarwal

Kanika Pant

Farhadeeba Wadood

Pranav Sondhi

Deepak C

Stuthi Hareendran

Divanshi Makhija

Deepankar Pareek

Ashish Gupta





Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities (collectively, the “Deloitte organization”). DTTL (also referred to as “Deloitte Global”) and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Deloitte Asia Pacific Limited is a company limited by guarantee and a member firm of DTTL. Members of Deloitte Asia Pacific Limited and their related entities, each of which is a separate and independent legal entity, provide services from more than 100 cities across the region, including Auckland, Bangkok, Beijing, Bengaluru, Hanoi, Hong Kong, Jakarta, Kuala Lumpur, Manila, Melbourne, Mumbai, New Delhi, Osaka, Seoul, Shanghai, Singapore, Sydney, Taipei and Tokyo.

This communication contains general information only, and none of DTTL, its global network of member firms or their related entities is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser.

No representations, warranties or undertakings (express or implied) are given as to the accuracy or completeness of the information in this communication, and none of DTTL, its member firms, related entities, employees or agents shall be liable or responsible for any loss or damage whatsoever arising directly or indirectly in connection with any person relying on this communication.

© 2026 Deloitte Touche Tohmatsu India LLP. Member of Deloitte Touche Tohmatsu Limited