PROTALENT ADVISORY

A MUST-READ REPORT FOR HR LEADERS

State of HR in India 2027

From Compliance to Competitive Advantage: Building a Future-Ready Workforce

Combining regulatory shifts, talent market data, and enterprise trends, this report breaks down the structural forces redefining HR across India and what it takes to build a future-ready workforce.

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HOW TO USE THIS REPORT

Read the executive summary first, then jump to the chapters that match your priorities. Each chapter closes with a short "ProTalent perspective" and concrete HR actions. Superscript numbers refer to the source list at the end. Statements marked as ProTalent perspective are our professional judgement, not survey findings.

Who this report is for

CHROs, HR heads, founders and managing directors of Indian and India-linked businesses, including SMEs, startups, GCCs and family-owned groups that operate across the UAE and India, who need to turn a fast-changing regulatory and talent environment into a practical people strategy.

About ProTalent Advisory

ProTalent Advisory FZE is a boutique HR and people advisory firm based in the UAE, serving SMEs, startups and UAE/India-linked businesses across HR advisory, recruitment and Emiratisation. Our work starts with discovery and diagnosis, then moves to a practical, compliant and scalable solution.

00

EXECUTIVE SUMMARY

The year HR becomes infrastructure

> India's HR agenda for 2027 is being set by three forces arriving at once: a rewritten labour law framework, a tight and skills-hungry talent market, and an engagement and capability gap that pay alone will not close.

A regulatory reset is now operational. Four consolidated Labour Codes replaced 29 central laws from 21 November 2025,[1] and final central rules were notified through 2026.[2][3] A single definition of wages, with a 50% threshold on excluded components, flows into provident fund, gratuity and other statutory benefits, while fixed-term employees gain parity and gratuity after one year.[2][4] Compliance has become a design question for pay structures, contracts and records, not an annual filing exercise.

The talent market is confident but constrained. India's employers report the strongest hiring outlook among 42 countries, yet 82% struggle to find the skills they need, and AI skills have overtaken engineering and IT as the hardest to hire.[5][6] Attrition has risen to 18% in 2026 from 16.2% in 2025, while pay budgets are projected to hold near 9.1% in 2027.[7] With pay budgets flat, retention is won through careers, managers and experience.

Engagement and capability are the quiet risk. Gallup reports that only 23% of Indian employees were engaged in 2025, the lowest in four years, with 59% not engaged and manager engagement down nine points to 30%.[8] At the same time, 62% of Indian employees report regular use of generative AI at work,[9] so adoption is outrunning organisational readiness.

4
Labour Codes in force, replacing 29 laws
Govt. of India, Nov 2025

82%
of Indian employers struggle to find skills
ManpowerGroup 2026

18%
average attrition in 2026, up from 16.2%
Aon India 2026-27

23%
of employees engaged, a four-year low
Gallup 2026

What HR leaders should do

- **Regulate:** re-baseline pay structures, contracts and records against the Codes and state rules before the next payroll and gratuity cycle.
- **Restructure:** redesign workforce models (permanent, fixed-term, contract, gig) with true cost and parity in view.
- **Redesign:** make AI-readiness and skills, not job titles, the organising logic of learning, hiring and mobility.
- **Retain:** invest in manager capability and career pathways, because engagement is shaped most by the line manager.
- **Scale:** use HR technology and people analytics to run HR as measurable business infrastructure.

BOTTOM LINE

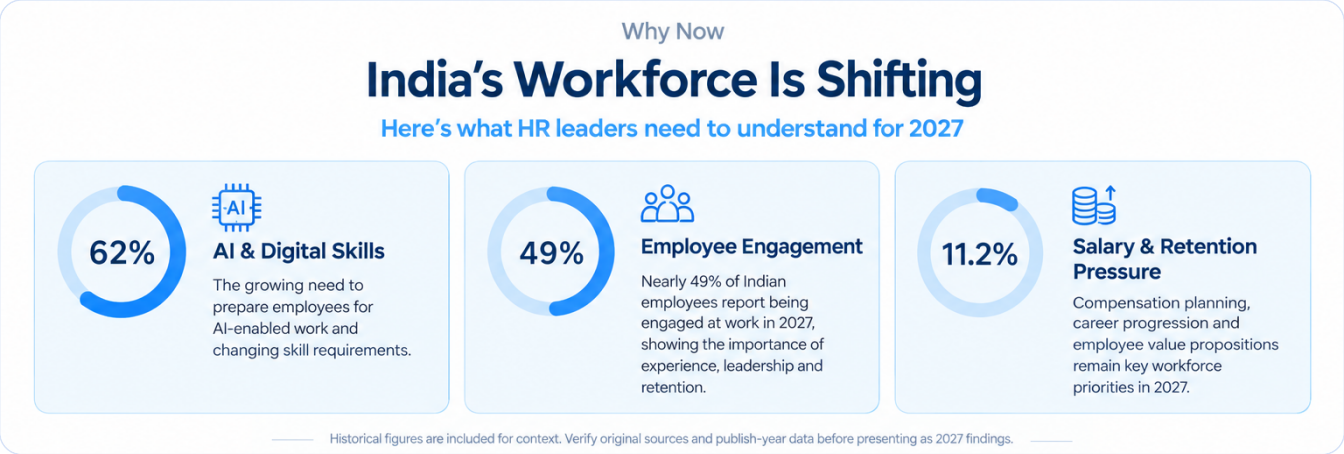
The organisations that treat 2027 as a one-off compliance project will spend more and gain less. Those that build compliance, capability and culture into one operating model will hire faster, retain better and absorb regulatory change at lower cost.

01

WHY NOW

India's workforce is shifting

Three headline signals frame the HR agenda for 2027: AI and digital skills, employee engagement, and salary and retention pressure.



Infographic: ProTalent Advisory. Historical figures are included for context; verify original sources and publish-year data before presenting as 2027 findings.

Reading the three signals

Signal	What it tells HR leaders
62% **AI & digital skills**	Generative AI is already part of daily work for a large share of Indian employees,[9] and 94% of Indian professionals say AI skills are crucial for career growth.[11] The gap is organised, role-specific capability building. Employers cite AI literacy and model development as the hardest skills to find.[6]
49% **Employee engagement**	Engagement is the single most visible people metric and also the most sensitive to how it is measured. Gallup's 2026 India data show a materially lower figure of 23% engaged, with 59% not engaged,[8] so any engagement number must be quoted with its source and method. The strategic point is the same across sources: experience, leadership and retention move together.
11.2% **Salary & retention pressure**	Compensation planning, career progression and the employee value proposition stay central. Published 2027 pay projections from Aon sit near 9.1% on average, with sector leaders around 10%,[7] and attrition has climbed back to 18%.

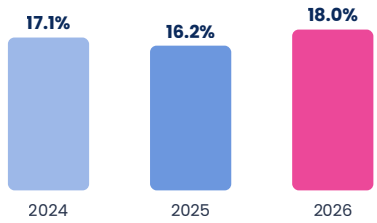
Benchmark check: verified reference points

Headline numbers travel fast and lose their context. Before quoting any figure from the infographic in a board paper, client proposal or public post, tie it to a named source and publication year. The table below sets out the closest verified benchmarks we found at the time of writing.

Infographic figure	Closest verified benchmark	Guidance
62% AI & digital skills	62% of Indian employees say they use generative AI regularly at work (EY survey of 15,000 employees and 1,500 employers in 29 countries).[9]	Consistent in magnitude. Describe it as AI *usage*, not as a skills-need figure.
49% engaged	23% engaged, 59% not engaged, 18% actively disengaged, 2025 (Gallup, three-year rolling average).[8]	No 2027 source located for 49%. Use the Gallup figure, or cite the source and method of any other survey.
11.2% salary pressure	Aon projects a 9.1% average increase in 2027, with NBFCs at 10.1%, energy at 9.9% and real estate and infrastructure at 9.8%.[7]	No source located for 11.2% as a 2027 average. Use the Aon range, or label 11.2% with its original source.

The numbers behind the shift

Attrition is rising again



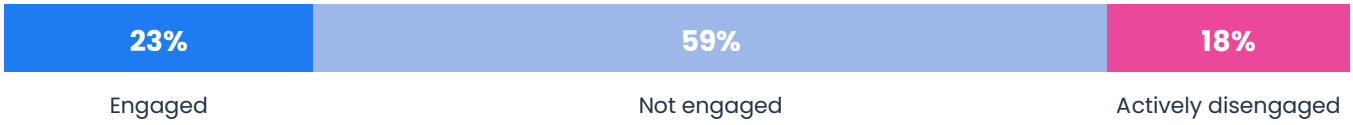
Average attrition, India. Source: Aon Annual Salary Increase and Turnover Survey 2026-27.[7]

Pay budgets are steady, with sector variation



Projected average salary increase, 2027. Source: Aon.[7]

Engagement: a "not engaged" majority



Share of Indian employees by engagement level, 2025. Source: Gallup State of the Global Workplace 2026.[8] Gallup estimates the cost of disengagement to India at about $351 billion a year, roughly 9% of GDP.

PROTALENT PERSPECTIVE

The "not engaged" 59% is not a crisis of hostility. It is a large, reachable group whose commitment depends heavily on role clarity, communication and the quality of their manager. That is where 2027 HR budgets should be directed.

02

WHAT'S INSIDE

A complete picture of HR in India, 2027



The six chapters that follow move from the rules employers must follow, to the problems they must solve, to the priorities, forces and technologies that shape the answer, and finally to an operating framework and a 90-day plan.

#	Chapter	The question it answers
1	India's 4 new Labour Codes	What must we change in wages, contracts, social security and workplace safety?
2	5 critical HR challenges	Where is the pressure building: skills, retention, leadership, productivity, expectations?
3	8 strategic HR priorities	What should business leaders focus on to build a resilient, high-performing organisation?
4	6 forces reshaping the workforce	Which structural shifts will still matter in five years?
5	5 HR technology trends	Which tools genuinely change how HR delivers value?
6	1 Future-Ready HR Framework	How do people strategy, compliance, technology and performance fit together?

LABOUR MARKET CONTEXT

India's unemployment rate stood at 5.5% and labour force participation at 54.4% (persons aged 15 and above, current weekly status) in June 2026, while female labour force participation was 32.7%.[12] Employers describe a market that is hiring actively, yet short of the right skills.[5]

CHAPTER ONE

1 India's 4 new Labour Codes

What employers need to know about compliance, wages, social security and workplace safety.

On 21 November 2025 the Government of India brought into force the Code on Wages, the Industrial Relations Code, the Code on Social Security and the Occupational Safety, Health and Working Conditions Code, consolidating 29 central laws.[1] Through 2026 the supporting rules followed: the Code on Wages (Central) Rules were notified on 8 May 2026,[2] and final central rules were issued under all four Codes.[3] State-level rules are still being notified, so employers operating in several states need to track each one.

- **21 Nov 2025** Four Codes come into force[1]
- **8 May 2026** Code on Wages (Central) Rules, 2026 notified[2]
- **May 2026** Final central rules notified under all four Codes[3]
- **Ongoing** State rules, model standing orders and early litigation on transition points[2]

The four Codes at a glance

CODE ON WAGES

One wage definition

Merges four earlier wage laws. Wages cover basic pay, dearness allowance and retaining allowance; excluded components above 50% of total remuneration are added back.[24]

INDUSTRIAL RELATIONS CODE

Flexibility with parity

Recognises fixed-term employment with parity of pay and benefits, raises approval thresholds to 300 workers, and creates a worker re-skilling fund.[5]

CODE ON SOCIAL SECURITY

Wider coverage

Applies the new wage definition to provident fund, gratuity, ESI and related benefits, and formally recognises gig and platform workers.[41]

OSH & WORKING CONDITIONS CODE

Safety and dignity at work

Mandatory appointment letters, free annual health check-ups for workers aged 40 and above, and night work for women with consent and safeguards.[1]

What changes, and what HR should do

Area	What changed	HR action
Wages & the 50% rule	Single wage definition across the Codes. If excluded allowances exceed 50% of total remuneration, the excess counts as wages for PF, gratuity and other benefits.[24]	Re-model CTC structures; test take-home and employer cost effects; communicate changes before payroll runs.
Gratuity	Calculated on the new wage definition. Fixed-term employees become eligible on a pro-rata basis after one year, instead of five.[4]	Update actuarial valuations and provisioning, especially for short-tenure hiring.
Fixed-term employment	Formally recognised, with parity in wages, working hours, allowances and benefits with permanent employees.[4]	Review contract templates and cost assumptions for project and seasonal roles.
Appointment letters & records	Appointment letters are mandatory for workers, in a prescribed format under the central rules.[13]	Audit onboarding documents and employee records; digitise where possible.
Overtime	Overtime is paid at twice the normal wage rate, with rules on how partial hours are counted.[3]	Align time and attendance policy with payroll logic.
Health & safety	Free annual health check-ups for workers aged 40 and above.[1]	Budget and schedule the programme; track coverage.
Women at work	Women may work night shifts in all types of work with consent and mandatory safety measures; equal pay for equal work.[1]	Review shift policies, transport, safety protocols and grievance committees.
Retrenchment & standing orders	Prior-approval and standing-order thresholds raised to 300 workers. Employers contribute 15 days' last drawn wages per retrenched worker to a re-skilling fund.[53]	Re-assess restructuring playbooks and model standing orders.
Gig & platform workers	Aggregators contribute 1-2% of annual turnover, capped at 5% of payments to gig workers, and must register them.[13]	Map non-employee talent; confirm which obligations apply.

PROTALENT PERSPECTIVE

Treat the Codes as a one-time chance to rebuild the pay architecture, not just patch it. Organisations that restructure CTC, gratuity provisioning and contract frameworks together avoid repeated payroll corrections and employee confusion. This section is a general summary for HR planning and is not legal advice; confirm state-specific rules and your own facts with qualified counsel.

CHAPTER TWO

2 5 critical HR challenges for 2027

Skills shortages, employee retention, leadership capability, workforce productivity and changing employee expectations.

1. Skills shortages

What the data says. 82% of Indian employers report difficulty finding the skills they need, against a global average of 72%. AI model development (39%) and AI literacy (38%) lead the list of hard-to-find skills, and the largest firms (1,000 to 4,999 employees) report the highest shortage rate at 86%.[6]



HR move. Shift from hiring for roles to building skills: map critical skills, grow internal talent pools and widen sourcing. About 37% of employers already prioritise upskilling and reskilling.[5]

2. Employee retention

What the data says. Attrition returned to 18% in 2026, up from 16.2%, and involuntary attrition rose to 4%.[7] With 62% of companies budgeting increases above 9%, pay alone will not separate employers.[7] **HR move.** Segment retention risk by critical role, build visible career paths and internal mobility, and use targeted variable pay rather than across-the-board increases.

3. Leadership capability

What the data says. Gallup finds manager engagement in India at 30%, down nine points from 2024, and notes that engagement declines as spans of control grow.[8] **HR move.** Treat managers as the HR front line: reset spans of control, train for coaching and feedback, and measure manager effectiveness alongside business results.

4. Workforce productivity

What the data says. Gallup estimates disengagement costs India roughly $351 billion a year in lost productivity, about 9% of GDP, and sees the 59% "not engaged" group as the largest opportunity.[8] **HR move.** Fix the basics that unlock effort: role clarity, communication, recognition and workload, then add AI-assisted workflows with clear guardrails.

5. Changing employee expectations

What the data says. Indian employees rank bonuses and flexible schedules among their top rewards,[9] and 54% of Gen Z and 60% of millennials in India show strong interest in new AI training opportunities.[10] Employers report offering schedule flexibility (26%) and location flexibility (25%) as talent levers.[5] **HR move.** Redesign the employee value proposition around flexibility, growth and learning, and review it every year.

PROTALENT PERSPECTIVE

These five challenges are connected. A manager gap lowers engagement, which raises attrition, which deepens the skills shortage. Solving them one at a time is slower and costlier than a joined-up retention and capability plan.

CHAPTER THREE

3 8 strategic HR priorities for 2027

The areas business leaders should focus on to build resilient, high-performing organisations.

The eight priorities below translate the challenges and forces in this report into an executive agenda. They are ProTalent Advisory's synthesis of the evidence, ordered roughly from "must do now" to "build over time".

PRIORITY 1
Labour Code readiness
Re-baseline wage structures, contracts, gratuity provisioning and records against central and state rules.

PRIORITY 2
AI-ready workforce
Role-based AI literacy for every employee, with governance on data, ethics and acceptable use.

PRIORITY 3
Smarter pay and retention
Targeted increases, variable pay and career progression for critical roles, instead of uniform budgets.

PRIORITY 4
Manager excellence
Build coaching capability, manageable spans of control and manager-level engagement metrics.

PRIORITY 5
Employee experience
Design the journey from offer to exit around clarity, recognition, flexibility and wellbeing.

PRIORITY 6
Skills-based workforce planning
Plan by skills and scenarios across permanent, fixed-term, contract and gig talent.

PRIORITY 7
Data and HR technology
Automate HR administration and use people analytics to act earlier on risk and opportunity.

PRIORITY 8
Culture and governance
Close the gap between stated values and daily decisions; keep policies, grievance and safety systems current.

HOW TO PRIORITISE

Score each priority on business impact, regulatory urgency and current maturity (1 to 5). Start with high-impact, high-urgency, low-maturity items. For most Indian employers in 2027 that means Priority 1 first, then Priorities 3 and 4 together.

CHAPTER FOUR

4 6 forces reshaping India's workforce

AI adoption, demographic shifts, evolving employee expectations, skills transformation, workforce formalisation and new employment models.

Force 1. AI adoption

India is among the most enthusiastic adopters of workplace AI: 62% of employees report regular generative AI use,[9] 94% of Indian professionals consider AI skills crucial for career growth, and 73% of Indian companies increased training investment in the past year.[11] *Implication*: the question has moved from whether to adopt AI to how deliberately people are prepared to work alongside it.

Force 2. Demographic shifts

Labour force participation was 54.4% in June 2026, with female participation at 32.7% and urban female participation markedly lower than rural.[12] Younger cohorts bring different expectations of work. *Implication*: inclusive policies on flexibility, safety and night work create access to talent that remains under-used.

Force 3. Evolving employee expectations

Employees weigh flexibility, rewards and growth together, and increasingly expect transparent decisions that match stated values.[98] *Implication*: the employee value proposition must be segmented, evidence-based and refreshed regularly.

Force 4. Skills transformation

AI skills have overtaken engineering and IT as the hardest to find, and employers describe the shortage as structural, not cyclical.[6] *Implication*: skills, not titles, become the currency for hiring, learning and mobility.

Force 5. Workforce formalisation

Over 31 crore unorganised workers are registered on the e-Shram portal,[13] and the Codes extend social security to gig and platform workers.[1] An SBI estimate cited in Economic Survey coverage suggests implementation could lift formalisation from about 60% to 75%.[13] *Implication*: more of the workforce will fall inside the compliance perimeter, raising both costs and the quality of the talent pool.

Force 6. New employment models

Fixed-term employment now carries parity, and India's gig workforce was about 12 million in 2024-25, projected to reach 23.5 million by 2029-30.[1] *Implication*: workforce strategy must manage a portfolio of engagement models with clear cost, risk and culture trade-offs.

PROTALENT PERSPECTIVE

No single force explains the shift. The advantage goes to employers who plan for them together: formalised workforces, AI-enabled work and skills-based careers all point to the same operating model.

CHAPTER FIVE

5 HR technology trends to watch

Generative AI, people analytics, HR automation, skills intelligence and employee experience technology.

Trend	Where it adds value	Watch-outs
Generative AI	Drafting policies, job descriptions and communications; answering employee queries; summarising feedback and learning content. Regular use is already widespread among Indian employees.[9]	Data privacy, accuracy and bias; set acceptable-use rules before scaling.
People analytics	Early signals on attrition, engagement and workforce cost; evidence for retention and pay decisions.	Poor data quality; analysing individuals without clear purpose and consent.
HR automation	Payroll validation against the new wage definition, onboarding, letters, records and compliance calendars.	Automating a broken process; keep human review for exceptions.
Skills intelligence	Mapping skills across roles, finding gaps and matching people to learning and internal opportunities, which helps where 82% of employers report skills scarcity.[6]	Skills taxonomies that go stale; managers who do not use them.
Employee experience technology	Pulse surveys, feedback loops, recognition and wellbeing tools that give managers timely insight, relevant where 59% of employees are not engaged.[8]	Survey fatigue; collecting feedback without visible action.

Adoption principles

- **Start with a business problem,** not a tool: attrition in a critical role, onboarding time, payroll error rate.
- **Fix data first.** Clean employee master data and consistent job and skill definitions come before analytics.
- **Govern AI use.** Document what data may be used, who reviews outputs, and how employees can raise concerns. India's Digital Personal Data Protection Act, 2023 is relevant to employee data; confirm current obligations with counsel.
- **Build capability with the tool.** Pair every rollout with role-based training, since readiness, not access, is the constraint.[10]

PROTALENT PERSPECTIVE

For SMEs and growing businesses, the best first investments are usually HR automation and clean data, which pay back quickly and make analytics and AI trustworthy later.

CHAPTER SIX

6 The Future-Ready HR Framework

A practical approach to connecting people strategy, compliance, technology and business performance.

The **ProTalent 5R HR Model** turns the evidence in this report into five connected moves. Each one answers a specific risk, and together they make HR an infrastructure that supports growth.

R1
Regulate
Bring pay, contracts, records and policies in line with the Labour Codes and state rules. Make compliance continuous.

R2
Restructure
Redesign organisation, spans of control and workforce models, including fixed-term, contract and gig talent.

R3
Redesign
Rebuild roles, skills, learning and performance systems around AI-readiness and skills.

R4
Retain
Strengthen managers, careers and employee experience so people choose to stay and contribute.

R5
Scale
Use HR technology, analytics and outsourced expertise to grow without growing HR overhead.

How the framework connects to the report

Move	Evidence it responds to	Outcome to measure
Regulate	Four Codes in force; final rules notified.[13]	Audit findings closed; payroll corrections per cycle
Restructure	Fixed-term parity; growth of gig work.[41]	Cost per hire by model; span-of-control compliance
Redesign	AI skills hardest to hire; 82% shortage.[6]	Share of employees AI-trained; internal fill rate
Retain	Attrition 18%; engagement 23%.[78]	Regretted attrition; manager effectiveness; engagement
Scale	Widespread employee AI use; cost pressure.[9]	HR cost per employee; time to hire; analytics adoption

WHY A FRAMEWORK

Most HR programmes fail at the hand-offs between compliance, people and technology. A single sequence, owned by one leader and measured on a small scorecard, keeps the pieces aligned.

ACTION PLAN

7 90-day roadmap and readiness checklist

DAYS 1-30

Baseline and regulate

- Audit wage structures against the 50% rule
- Review contracts, appointment letters and records
- Confirm applicable state rules
- Capture baseline attrition, engagement, skills gaps

DAYS 31-60

Restructure and redesign

- Re-model CTC, gratuity and fixed-term cost
- Define critical roles and skills
- Launch role-based AI literacy pilot
- Set manager capability plan

DAYS 61-90

Retain and scale

- Roll out career paths and targeted retention actions
- Automate payroll checks and compliance calendar
- Stand up a small people scorecard
- Review results with leadership

HR readiness checklist for 2027

Tick what is already in place. Fewer than eight ticks suggests a structured diagnostic would add value.

- [ ] Pay structures have been tested against the new wage definition
- [ ] Gratuity and PF provisioning reflect the revised wage base and fixed-term rules
- [ ] Every employee has a compliant appointment letter on file
- [ ] We know which state rules apply to each location
- [ ] Overtime, shift and women-at-work policies are aligned with the Codes
- [ ] Critical roles and their skills are mapped
- [ ] Every employee has access to role-based AI training
- [ ] We track regretted attrition by role and manager
- [ ] Managers are trained in coaching and feedback
- [ ] Employee engagement is measured with a named method and source
- [ ] HR data is clean, with one source of truth
- [ ] An AI and employee-data use policy exists and is communicated

NEXT STEP

ProTalent Advisory offers a discovery-led HR diagnostic that scores these twelve areas, identifies the top three risks and delivers a costed 90-day plan. Contact details are on the back cover.

APPENDIX 8

Sources, method and notes

Method. This report combines regulatory summaries, publicly released survey results and ProTalent Advisory's professional analysis. Survey findings are cited as published, with the source's own sample and method. Statements labelled "ProTalent perspective" are our judgement, not survey results. Figures were checked in October 2026 and may be updated by their publishers.

Notes on the infographics. The infographics in this report summarise the themes of the study. Historical or illustrative figures should be verified against original sources and publish-year data before being presented as 2027 findings.

Disclaimer. This report is for general information and planning. It is not legal, tax or actuarial advice. State rules, notifications and court decisions continue to evolve; confirm specifics for your organisation with qualified advisers.

Sources

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Let's build your future-ready workforce.

Talk to ProTalent Advisory about a Labour Code readiness review, an HR diagnostic or a 90-day people plan tailored to your business.

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