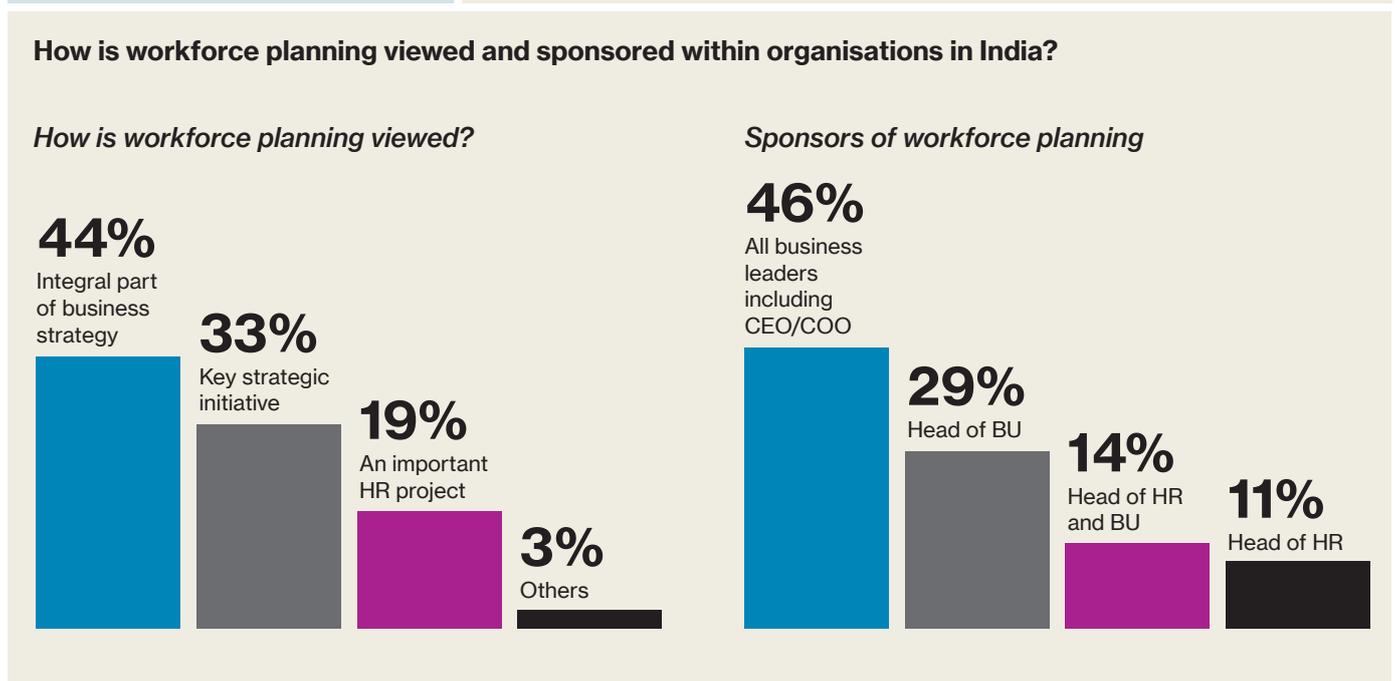
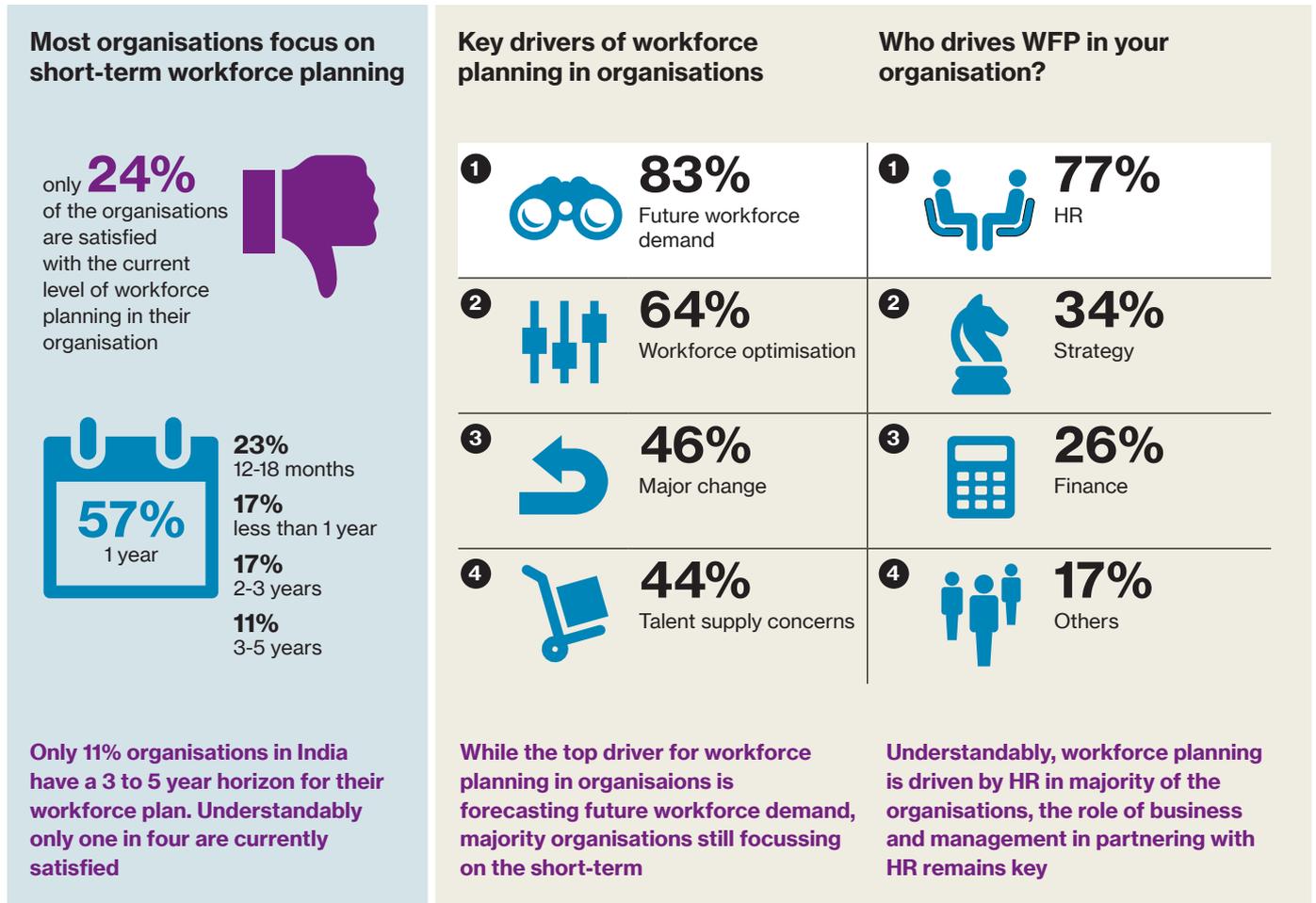


State of Workforce Planning in India



Key inputs and application areas of workforce planning in organisations

Key inputs of workforce plan

94%	Workforce data
86%	Business plans
31%	Workforce throughput information
31%	Labour market information
3%	Others

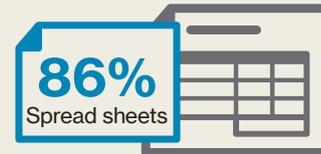
Key application areas of workforce plan

71%	Forecasts and action plans
56%	Cross-sectional information on the current workforce
56%	Inputs to business strategy
47%	Actual vs. plan
24%	Alternative scenarios
6%	Others

While 64% organisations identify workforce optimisation as a key driver for workforce planning, only 31% include workforce productivity data as an input to the workforce plan

In today's VUCA world, organisations should consider developing workforce plans for different scenarios; however, only 24% do so currently

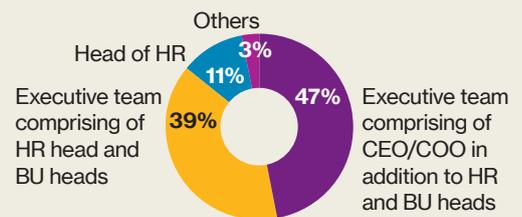
Technology used for workforce planning



- 29% HRIS
- 20% Dedicated workforce planning solutions
- 9% Financial planning applications
- 9% Others

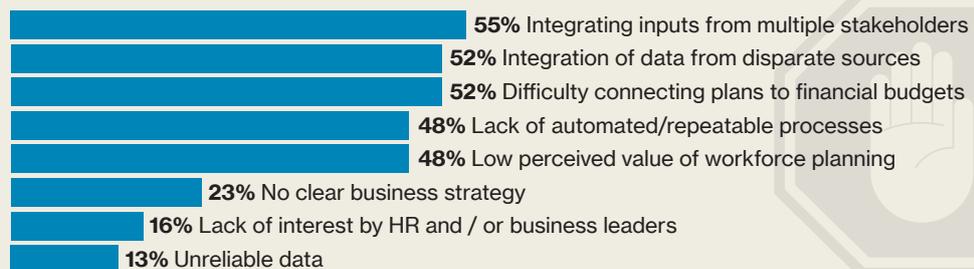
Evident need for dedicated workforce planning solutions

Governance decisions on the workforce plan

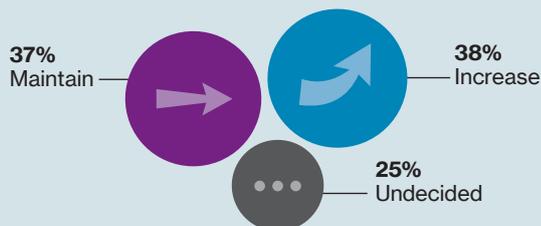


Barriers for an effective implementation of workforce planning

Lack of customised technology solutions is a key barrier for an effective implementation of workforce planning



Investment in workforce planning set to increase



Technology, skills and data quality are top focus areas



About Willis Towers Watson

Willis Towers Watson (NASDAQ: WLTW) is a leading global advisory, broking and solutions company that helps clients around the world turn risk into a path for growth. With roots dating to 1828, Willis Towers Watson has over 40,000 employees serving more than 140 countries. We design and deliver solutions that manage risk, optimise benefits, cultivate talent, and expand the power of capital to protect and strengthen institutions and individuals. Our unique perspective allows us to see the critical intersections between talent, assets and ideas – the dynamic formula that drives business performance. Together, we unlock potential. Learn more at willistowerswatson.com.

Willis Towers Watson's 'State of Talent Analytics in India Study' assesses the overall maturity of talent analytics in India, examines various approaches and compares them against best practices. This is a pioneering study in India and promises to become an important guide for business leaders to understand emerging trends in effectively leveraging talent analytics.