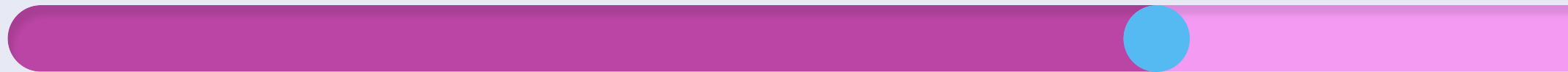




Salary Guide 2024

Navigating Market Value, Empowering Financial Futures



Exclusive Market Intelligence: Leveraging Our Proprietary Data for 2024 Salary Projections

Methodology

The Page Insights Salary Guide is an indispensable annual resource that offers hiring managers and job seekers salary references across various industries and job functions. This guide equips stakeholders with the essential data needed to navigate the complexities of the hiring landscape with confidence.

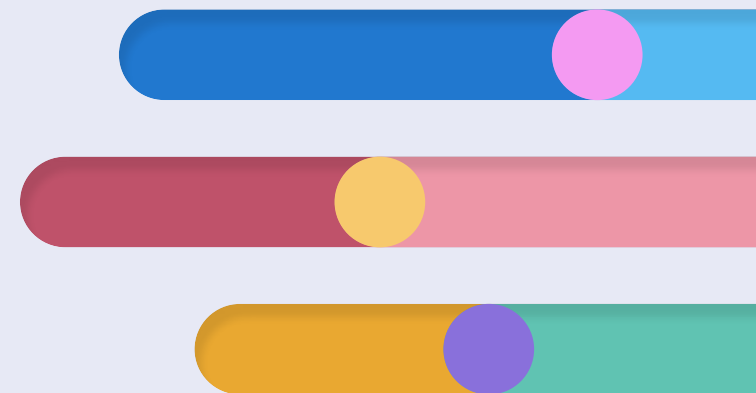
The intelligence within the Page Insights Salary Guide is meticulously curated from our proprietary datasets and expansive network across India. It encapsulates a broad analysis of job advertisements, successful job placements and market intel in 2023, and salary projections for 2024.

Experienced consultants actively involved in recruiting within these areas meticulously reviewed all salary data. Adjustments were made where sufficient evidence indicated variations from the expected salary levels.

This robust methodology ensures our guide remains a cornerstone for strategic decision-making in talent acquisition and career advancement.

In the dynamic landscape of talent acquisition, it is crucial to understand that salaries can fluctuate widely, influenced by factors such as industry, company size, experience, qualifications, and skills. For insights tailored to your unique needs, our consultants stand ready to dive deep into your specific queries.

The limitation of this report should be acknowledged. As we primarily utilise our own data, the reported salaries may be more reflective of our clientele than the broader market. Users are encouraged to approach the findings with an awareness of this limitation and seek further clarification if needed.





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A Resilient Economy Fuels a New Era of Opportunity

The employment landscape in India for 2024 unveils a compelling tapestry of opportunities, underscoring an economy that is not only buoyant but also surpassing its pre-COVID performance.

The IT services industry, a cornerstone of the Indian economy, is witnessing a phase of recalibration. Companies are moderating their approach to salary increments, with hikes expected to be around 8%-10%. This marks a notable shift from the previous trend of significant pay increases.

The sense of resilience and positivity extends across various sectors. Industries like consumer, renewables, finance, and healthcare are flourishing, bolstered by investments from local and domestic companies.

Looking at the broader Asian landscape, while some countries face economic headwinds, India continues to shine with a remarkable 6% GDP growth – an enviable statistic for any large economy globally. This economic vibrancy, coupled with significant domestic investments and a degree of independence from external factors, positions India uniquely in the region, even amidst global challenges.

In the tech sector, roles in emergent fields like generative AI technology are drawing significant attention, with companies eagerly seeking talent, albeit with evolving role definitions.

As we delve deeper into 2024, the employment narrative in India is about more than just salaries. Flexibility, work culture, and professional growth opportunities are increasingly pivotal in job transitions, reflecting a maturing and holistic employment ecosystem.

With India's economy displaying such resilience and optimism, and surpassing its pre-COVID performance, the focus is now on harnessing this potential. Nurturing talent and fostering innovation are key to ensuring a prosperous future for all stakeholders involved.

As we navigate through 2024, understanding and adapting to India's unique employment landscape will be vital for businesses seeking to thrive in this vibrant market.



Nicolas Dumoulin

Senior Managing Director,
India, Philippines,
Thailand & Vietnam
PageGroup

India Outlook 2024



Traditional industries are driving hiring activity.



Manufacturing and operations roles continue to be in high demand.



Demand for data, generative AI, and machine learning professionals is increasing across sectors.



A growth in demand for compliance and sustainability experts is expected in 2024.

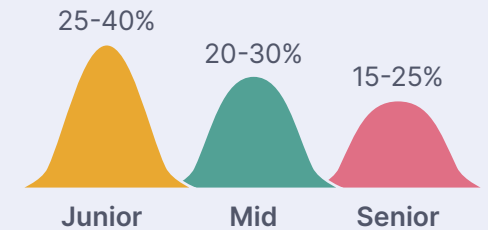


Global Capability Centres (GCCs) are seeing a notable increase in talent demand.

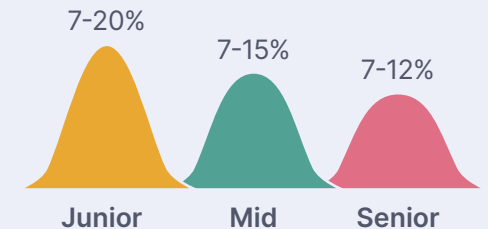


The focus this year is on the renewables, electric vehicles (EV), and automotive sectors.

Average salary increase **when switching jobs**



Average annual salary increase **within current job**





Banking & Financial Services





Banking & Financial Services

Compensation & benefits trends



Incentives

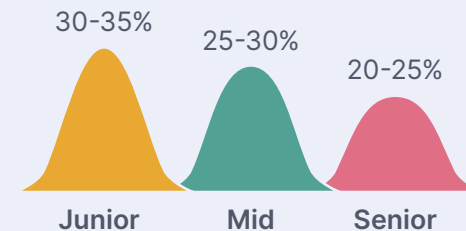
Anticipated normalisation of annual raises this year, contrasting with last year's hikes.



Others

Beyond just offering competitive compensation and benefits, employers now prioritise training, remote work, flexibility, mental health initiatives, DE&I, and bonus programs.

Average salary increase when switching jobs



Roles in demand

Associate / Vice President - PE / VC Funds

CTO / Head Engineering / VP Engineering

Relationship Managers

Top Hiring industries

Venture Capital / Private Equity

Banks

Insurance

Skills in demand

Actuarial

Product Development

Fund Raising



Banking & Financial Services

General

Private Equity & Venture Capital

ROLE / SENIORITY	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	ASSOCIATE			VP			DIRECTOR			MANAGING DIRECTOR		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Global Fund	60	75	120	130	150	200	185	250	400	400	500	600
Fund Size USD 500M - USD 1B	40	55	70	75	90	110	100	130	180	150	200	250
Fund Size <USD 500M	30	40	50	50	65	80	75	90	120	120	150	200

Tier 1 Investment Banking

MNC Banks

ROLE / SENIORITY	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	ASSOCIATE			VP			DIRECTOR			MANAGING DIRECTOR		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Corporate Finance / Mergers & Acquisitions (M&A)	55	80	90	100	120	140	140	170	200	250	300	400



Banking & Financial Services

Tier 2 Investment Banking

Domestic Financial Institutions

ROLE / SENIORITY	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	ASSOCIATE			VP			DIRECTOR			MANAGING DIRECTOR		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Corporate Finance / Mergers & Acquisitions (M&A)	25	35	45	45	60	85	75	90	105	110	140	180

Private Banking

MNC Banks

ROLE / SENIORITY	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	ASSOCIATE			VP			DIRECTOR			MANAGING DIRECTOR		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Private Banker	15	23	30	30	50	70	50	75	120	130	178	225



Banking & Financial Services

Private Banking

Domestic Financial Institutions

ROLE / SENIORITY	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	ASSOCIATE			VP			DIRECTOR			MANAGING DIRECTOR		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Banks	10	20	20	20	43	60	60	68	90	100	140	150
Non Banks	10	20	25	25	43	70	70	68	90	100	140	130

Corporate Banking (Sales Function)

ROLE / SENIORITY	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	AVP			VP			DIRECTOR			MANAGING DIRECTOR		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
MNC Banks	19	24	30	28	55	90	80	100	130	125	175	250
Domestic Banks	16	21	25	25	40	70	60	80	120	120	150	250
NBFCs	14	18	25	25	32	45	50	60	80	100	120	180



Banking & Financial Services

Corporate Banking (Risk Function)

ROLE / SENIORITY	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	AVP			VP			DIRECTOR			MANAGING DIRECTOR		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
MNC Banks	18	24	28	30	45	80	70	80	110	100	150	180
Domestic Banks	16	20	25	30	35	65	55	75	100	100	125	180
NBFCs	18	24	30	28	40	45	50	72	90	80	120	180

Corporate Banking (Product Function)

ROLE / SENIORITY	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	AVP			VP			DIRECTOR			MANAGING DIRECTOR		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
MNC Banks	17	20	25	35	50	80	75	85	110	120	150	225
Domestic Banks	14	18	22	35	45	65	60	75	100	100	130	225
NBFCs / Fintechs	16	21	26	35	45	60	60	80	100	100	140	180



Banking & Financial Services

Commercial Banking (Sales Function)

ROLE / SENIORITY	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	AVP			VP			DIRECTOR			MANAGING DIRECTOR		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
MNC Banks	12	18	25	35	40	70	65	75	100	100	120	180
Domestic Banks	12	16	25	30	35	60	55	70	85	90	110	150
NBFCs	12	15	18	30	35	50	30	45	60	60	75	100

Commercial Banking (Risk Function)

ROLE / SENIORITY	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	AVP			VP			DIRECTOR			MANAGING DIRECTOR		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
MNC Banks	12	20	28	35	45	75	70	80	100	100	140	200
Domestic Banks	12	16	25	30	35	55	55	70	90	90	130	200
NBFCs	12	16	20	30	35	45	45	65	75	75	85	120



Banking & Financial Services

BFSI - Finance

BASE SALARY RANGE **FOR 12 MONTHS** **INR Lacs**

ROLE / SENIORITY	AVP			VP			DIRECTOR			MANAGING DIRECTOR		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Chief Financial Officer (CFO)	-	-	-	-	-	-	60	75	100	100	140	200
Financial Controller	20	25	30	30	40	50	50	60	70	70	85	100
Tax Accountant	20	22	26	30	38	45	45	55	60	70	75	80
Regulatory / Financial Reporting	20	25	30	30	38	45	45	60	70	75	85	100
Business Finance / FP&A + MIS	20	25	30	30	38	45	45	55	70	70	90	110
Treasury / Fund Raising	20	25	30	30	40	50	50	65	75	80	100	120



Banking & Financial Services

Tier 1 Audit, Compliance & Risk

MNC Banks & Captives

ROLE / SENIORITY	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	AVP			VP			DIRECTOR			MANAGING DIRECTOR		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Internal Audit	22	27	32	32	46	60	50	70	100	80	100	130
Know Your Customer (KYC) / Anti Money Laundering (AML)	20	25	30	30	40	50	45	60	70	70	80	90
Regulatory Compliance	22	27	32	32	46	60	50	65	80	80	90	100
Market Risk	25	29	40	35	48	65	60	70	85	80	90	110
Credit Risk	22	27	32	32	43	50	50	65	80	80	90	100
Operational Risk	22	27	32	32	41	50	50	65	80	80	90	100



Banking & Financial Services

Tier 2 Audit, Compliance & Risk

Domestic financial institutions & third-party consulting companies providing solutions to banking clients

BASE SALARY RANGE **FOR 12 MONTHS** **INR Lacs**

ROLE / SENIORITY	AVP			VP			DIRECTOR			MANAGING DIRECTOR		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Internal Audit	20	24	28	28	37	45	45	58	70	75	83	90
Know Your Customer (KYC) / Anti Money Laundering (AML)	22	27	32	32	41	50	50	65	80	80	85	90
Regulatory Compliance	20	24	28	28	37	50	45	58	70	75	83	90
Market Risk	22	27	35	32	43	50	50	65	80	80	85	90
Credit Risk	20	24	30	28	40	45	45	58	70	85	92	100
Operational Risk	20	24	28	28	37	45	45	58	70	80	85	90



Banking & Financial Services

Tier 1 Analytics

MNC Banks & Captives

ROLE / SENIORITY	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	AVP			VP			DIRECTOR			MANAGING DIRECTOR		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Marketing Analytics	23	29	35	35	44	52	52	66	80	85	93	100
Risk Analytics	23	29	35	35	44	52	52	66	80	85	93	100
Digital Analytics	23	29	35	35	44	52	52	66	80	85	93	100
Statistical Modeller	23	29	35	35	44	52	52	66	80	85	93	100
Analytics Consulting	25	31	37	38	45	52	55	68	80	85	93	100
Big Data / Machine Learning	25	33	40	40	50	60	60	80	100	100	110	120
Data Scientist	25	33	40	40	50	60	60	80	100	100	110	120



Banking & Financial Services

Tier 2 Analytics

Domestic financial institutions & third-party consulting companies providing solutions to banking clients

ROLE / SENIORITY	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	AVP			VP			DIRECTOR			MANAGING DIRECTOR		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Marketing Analytics	20	25	30	30	38	45	45	60	75	75	85	95
Risk Analytics	20	25	30	30	38	45	45	60	75	75	85	95
Digital Analytics	20	25	30	30	38	45	45	60	75	75	85	95
Statistical Modeller	20	25	30	30	38	45	45	60	75	80	90	100
Analytics Consulting	20	26	32	32	40	47	50	65	80	85	93	100
Big Data / Machine Learning	25	30	35	35	43	50	60	75	90	90	105	120
Data Scientist	25	30	35	35	43	50	60	75	90	90	105	120



Banking & Financial Services

Tier 1 Operations

MNC Banks & Captives

ROLE / SENIORITY	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	AVP			VP			DIRECTOR			MANAGING DIRECTOR		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Head of Operations / Chief Operations Officer (COO)	-	-	-	-	-	-	60	75	90	90	105	120
Project Management	22	28	32	30	43	50	55	70	80	80	90	100
Quality	20	25	30	30	40	50	55	70	80	80	90	100
Transitions	20	25	30	30	40	50	55	70	80	80	90	100
Payments & Cash Management	20	25	30	30	40	50	55	70	80	80	90	100



Banking & Financial Services

Tier 2 Operations

Domestic financial institutions & third-party consulting companies providing solutions to banking clients

ROLE / SENIORITY	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	AVP			VP			DIRECTOR			MANAGING DIRECTOR		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Head of Operations / Chief Operations Officer (COO)	-	-	-	-	-	-	50	65	80	80	88	95
Project Management	20	23	28	30	34	42	45	55	70	65	73	80
Quality	18	23	28	28	34	40	45	55	65	65	73	80
Transitions	18	23	28	28	34	40	45	55	70	65	73	80
Payments & Cash Management	20	25	30	30	35	40	48	55	65	65	75	85



Banking & Financial Services

Tier 1 Operations (Middle Office)

MNC Banks & Captives

ROLE / SENIORITY	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	AVP			VP			DIRECTOR			MANAGING DIRECTOR		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Client Servicing	20	24	28	28	37	45	45	58	70	70	80	90
Trade Support / Capture	20	24	28	28	37	45	45	58	70	70	80	90
Reference Data	20	24	28	28	40	45	45	60	70	70	84	90
Corporate Actions	20	24	28	28	37	45	45	58	70	70	80	90
Business Management	22	27	32	32	40	50	50	65	80	80	90	120
Change Management	22	27	32	32	40	50	50	65	80	80	90	100
Fund Administration	22	29	35	32	42	50	50	65	80	80	90	100



Banking & Financial Services

Tier 2 Operations (Middle Office)

Domestic financial institutions & third-party consulting companies providing solutions to banking clients

ROLE / SENIORITY	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	AVP			VP			DIRECTOR			MANAGING DIRECTOR		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Client Servicing	18	23	28	28	34	40	45	55	65	65	73	80
Trade Support / Capture	18	23	28	28	34	40	45	55	65	65	73	80
Reference Data	18	24	28	28	35	40	45	57	65	65	75	90
Corporate Actions	18	23	28	28	34	40	45	55	65	65	73	80
Business Management	20	24	28	28	37	45	45	58	70	70	80	90
Change Management	20	24	28	28	37	45	45	58	70	70	80	90
Fund Administration	18	23	28	28	34	40	45	55	65	65	73	80



Banking & Financial Services

Tier 1 Operations (Back Office)

MNC Banks & Captives

ROLE / SENIORITY	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	AVP			VP			DIRECTOR			MANAGING DIRECTOR		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Collection	20	24	28	28	37	45	45	58	70	70	80	90
Settlement	20	24	28	28	37	45	45	58	70	70	80	90
Reconciliation	20	24	28	28	37	45	45	58	70	70	80	90
Documentation	20	24	28	28	37	45	45	58	70	70	80	90
Collateral Management	20	24	28	28	37	45	45	58	70	70	80	90
International Swaps and Derivatives Association (ISDA) Documentation	20	24	28	28	37	45	45	58	70	70	80	90
Transaction Management	22	25	28	28	37	45	45	50	70	70	80	90
Trade Finance Operations	22	25	28	28	37	45	50	58	70	70	80	90
Credit Administration / Loan Operations	22	24	28	28	37	45	50	60	70	70	85	100



Banking & Financial Services

Tier 2 Operations (Back Office)

Domestic financial institutions & third-party consulting companies providing solutions to banking clients

BASE SALARY RANGE **FOR 12 MONTHS** **INR Lacs**

ROLE / SENIORITY	AVP			VP			DIRECTOR			MANAGING DIRECTOR		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Collection	18	23	28	28	34	40	45	55	65	70	80	90
Settlement	18	23	28	28	34	40	45	55	65	70	80	90
Reconciliation	18	23	28	28	34	40	45	55	65	70	80	90
Documentation	18	23	28	28	34	40	45	55	65	70	80	90
Collateral Management	18	23	28	28	34	40	45	55	65	70	80	90
International Swaps and Derivatives Association (ISDA) Documentation	18	23	28	28	34	40	45	55	65	70	80	90
Transaction Management	18	23	28	28	34	40	45	55	65	70	80	90
Trade Finance Operations	18	24	28	28	35	40	45	55	68	75	80	90
Credit Administration / Loan Operations	18	23	28	28	34	40	50	55	65	75	85	100



Banking & Financial Services

Tier 1 Finance (Finance Project)

MNC Banks & Captives

ROLE / SENIORITY	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	AVP			VP			DIRECTOR			MANAGING DIRECTOR		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Business Analyst / Change Management	20	30	35	35	42	50	55	68	80	90	105	120

Tier 2 Finance (Finance Project)

Domestic financial institutions & third-party consulting companies providing solutions to banking clients

ROLE / SENIORITY	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	AVP			VP			DIRECTOR			MANAGING DIRECTOR		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Business Analyst / Change Management	18	21	25	25	35	40	45	55	65	65	73	80



Banking & Financial Services

Tier 1 Finance (Product Control)

MNC Banks & Captives

ROLE / SENIORITY	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	AVP			VP			DIRECTOR			MANAGING DIRECTOR		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Money Market	25	30	35	35	48	60	60	80	100	80	105	130
Equities	25	30	35	35	48	60	60	80	100	80	105	130
Commodities & Derivatives	25	30	35	35	48	60	60	80	100	80	105	130

Tier 2 Finance (Product Control)

Domestic financial institutions & third-party consulting companies providing solutions to banking clients

ROLE / SENIORITY	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	AVP			VP			DIRECTOR			MANAGING DIRECTOR		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Money Market	18	23	28	28	34	40	45	55	65	65	78	90
Equities	18	23	28	28	34	40	45	55	65	65	78	90
Commodities & Derivatives	18	23	28	28	34	40	45	55	65	65	78	90



Banking & Financial Services

Insurance Companies

Actuarial - Life Insurance

YEARS OF EXPERIENCE / PAPERS CLEARED >>	BASE SALARY RANGE			
	FOR 12 MONTHS			
	<5	5-10	10-13	>13
<5	6-10	10-15	18-25	20-30
5-7	10-15	15-18	22-30	30-40
7-10	15-20	20-25	30-40	40-55
10-15	20-25	25-30	40-55	55-70
>15	25-30	30-35	55-70	70-110
Appointed Actuary	NA	NA	NA	130-200

Actuarial - General Insurance

YEARS OF EXPERIENCE / PAPERS CLEARED >>	BASE SALARY RANGE			
	FOR 12 MONTHS			
	<5	5-10	10-13	>13
<5	6-10	10-15	18-25	20-30
5-7	10-15	15-18	22-30	30-40
7-10	15-20	20-25	30-40	40-50
10-15	20-25	25-30	40-50	50-65
>15	25-30	30-35	50-70	65-80
Appointed Actuary	NA	NA	NA	110 - 200



Banking & Financial Services

Insurance Companies

ROLE / SENIORITY	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	MANAGER & SENIOR MANAGER			AVP			DVP / VP			SVP		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Product	11	15	20	20	23	27	30	36	45	54	68	75
Strategic Alliances	11	13	18	22	26	29	33	40	45	55	70	100
Key Account Management	10	12	16	15	19	25	27	33	39	45	52	70
Claims / Underwriting (UW)	8	10	14	16	18	22	25	33	38	45	65	80

Insurance Companies

ROLE / SENIORITY	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	AREA MANAGER			REGIONAL MANAGER			ZONAL MANAGER			NATIONAL HEAD		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Agency / Bancassurance Sales	18	20	23	22	27	35	50	70	90	80	100	150

Insurance Broking

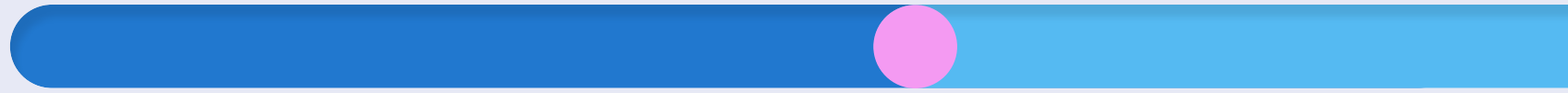
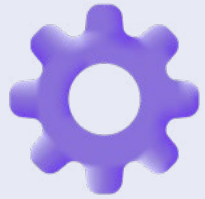
ROLE / SENIORITY	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	MANAGER & SENIOR MANAGER			AVP			DVP / VP			SVP		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Claims / Underwriting (UW)	10	13	16	18	25	27	30	35	37	50	56	65



Banking & Financial Services

Strategy Consulting

ROLE / SENIORITY	BASE SALARY RANGE FOR 12 MONTHS INR Lacs														
	BUSINESS ANALYST (PRE MBA)			ASSOCIATE / JUNIOR CONSULTANT (POST MBA)			ENGAGEMENT MANAGER / PROJECT LEADER			ASSOCIATE PARTNER / PRINCIPAL			EARLY / JUNIOR PARTNER		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Tier 1 Global Firms	16	18	21	32	35	38	58	62	70	75	85	95	125	140	150
Consulting arm of Accounting / Audit / Technology firms	10	12	15	28	30	35	35	42	48	50	60	65	95	105	120
Global Boutique Firms	14	18	22	30	35	40	50	60	75	75	85	100	110	135	155
Domestic Boutique Firms	10	12	18	22	25	30	32	40	50	55	65	70	90	110	130



Engineering & Manufacturing





Engineering & Manufacturing

Compensation & benefits trends



Incentives

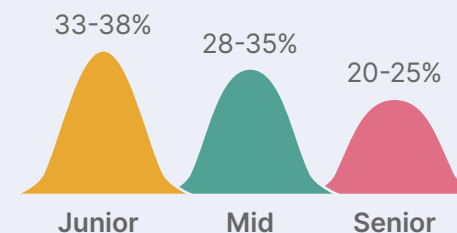
Indian Promoter Organisations readily invest in senior talent despite higher costs.



Others

Retention bonuses / LTIPs / ESOPs are getting implemented for better wealth creation.

Average salary increase when switching jobs



Roles in demand

Design Engineering / Heads

Head R&D / Technology Heads

Site Operations

Top Hiring industries

Renewables

Automotive

FMCG

Skills in demand

Mechanical / Electrical / Mechatronics Engineering

Chemical Engineering

Plant Operations



Engineering & Manufacturing

Manufacturing

BASE SALARY RANGE **FOR 12 MONTHS** **INR Lacs**

ROLE / YEARS OF EXPERIENCE	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Utilities and Controls	6	8	10	11	18	25	26	38	50	30	45	60+
Maintenance Manager	8	10	14	16	24	32	36	43	50	45	55	65+
Production / Manufacturing Manager	10	15	20	20	30	40	40	55	70	-	-	-
Quality Assurance / Control	6	9	12	12	19	26	31	38	45	-	-	-
Quality Director	-	-	-	-	-	-	35	50	65	55	70	100+
Process Safety	5	10	15	20	30	40	40	50	60	-	-	-
Health, Safety and Environment (HSE) Manager / Head	5	10	15	18	24	30	40	50	60	60	90	150+
Process / Operational Excellence / Business Excellence	10	15	20	22	36	50	45	60	75	60	90	120+
Plant / Site Head	-	-	-	-	-	-	46	63	80	60	120	175+
Head of Manufacturing / Operations / Chief Operations Officer (COO)	-	-	-	-	-	-	-	-	-	70	155	250+



Engineering & Manufacturing

Engineering

BASE SALARY RANGE **FOR 12 MONTHS** INR Lacs

ROLE / YEARS OF EXPERIENCE	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Construction Manager / Director	6	8	10	15	22.5	30	27	36	45	40	47	65+
Project Engineer	6	9	12	18	23	32	-	-	-	-	-	-
Project / Program Director	-	-	-	-	-	-	40	45	65	70	93	125+
Civil / Electrical / Mechanical / Instrumentation Engineer	6	13	20	15	28	40	40	53	66	60	80	100+
Head of Department (Engineering)	-	-	-	-	-	-	40	55	70	70	100	140+
Project Director	-	-	-	-	-	-	50	63	76	70	120	175+
Chief Technical Officer	-	-	-	-	-	-	-	-	-	80	120	150+



Engineering & Manufacturing

Projects / Technical Services

BASE SALARY RANGE FOR 12 MONTHS INR Lacs

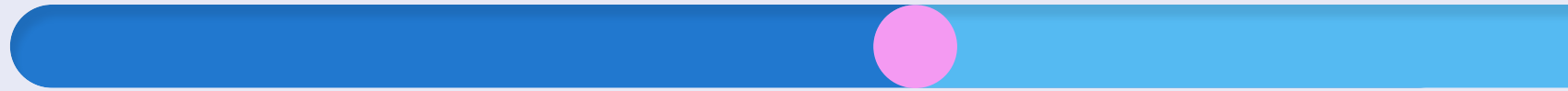
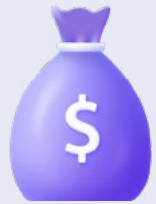
ROLE / YEARS OF EXPERIENCE	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Field Service Engineer / Technician	6	11	15	-	-	-	-	-	-	-	-	-
Technical Sales Engineer	6	11	15	18	24	30	-	-	-	-	-	-
Technical Sales / Application Sales Manager	-	-	-	-	-	-	30	45	60	-	-	-
Technical Heads	-	-	-	-	-	-	-	-	-	60	90	130+
Service Manager / Supervisor	-	-	-	10	20	30	-	-	-	-	-	-
Project Coordination	-	-	-	20	28	35	30	40	50	50	65	80+
Chief Technical Officer	-	-	-	-	-	-	-	-	-	80	120	150+



Engineering & Manufacturing

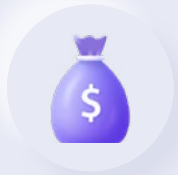
Research & Development (R&D)

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Application Engineer	6	8	10	14	21	28	-	-	-	-	-	-
Product Design Engineer	6	8	10	12	18	24	-	-	-	-	-	-
Test Engineer	6	8	10	12	17	22	-	-	-	-	-	-
Project Manager	-	-	-	17	25	33	32	51	70	-	-	-
Electronic / Product Architects	-	-	-	22	34	46	50	70	90	-	-	-
NPD / Scientist	-	-	-	20	30	40	50	60	70	-	-	-
Head of R&D	-	-	-	-	-	-	46	63	80	100	150	250+
Chief Technology Officer	-	-	-	-	-	-	-	-	-	100	150	180+
Chief Scientific Officer	-	-	-	-	-	-	-	-	-	100	150	180+



Finance & Accounting





Finance & Accounting

Compensation & benefits trends



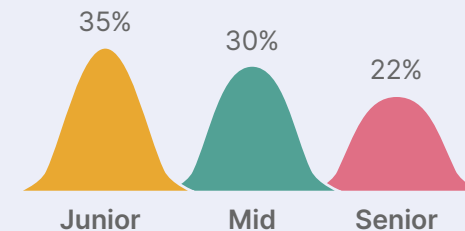
Incentives

Many MNCs now hire Deputy CFOs for CFO succession planning instead of directly recruiting external CFOs.

Established organisations are more willing to offer retention bonuses / LTIs to retain senior talent.

Mid-sized organisations are increasingly open to offer competitive salaries to attract finance heads from larger firms.

Average salary increase when switching jobs



Roles in demand

Controllers / CFOs with IPO Exp

Project Finance (Debt raise)

Business Finance

Top Hiring industries

Clean Energy (Renewable, EV etc)

Internet

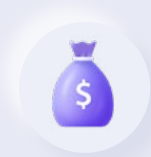
Industrial / Automotive

Skills in demand

IPO

Fund Raising

Business Finance



Finance & Accounting

General

BASE SALARY RANGE **FOR 12 MONTHS** **INR Lacs**

ROLE / YEARS OF EXPERIENCE	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
CFO / Finance Director 10,000 Cr+	-	-	-	-	-	-	-	-	-	175	400	800
CFO / Finance Director 1,000 Cr - 10,000 Cr	-	-	-	-	-	-	-	-	-	150	200	400
CFO / Finance Director 200 Cr - 1,000 Cr	-	-	-	-	-	-	75	100	120	85	120	200
CFO with Fund Raising / IPO	-	-	-	-	-	-	95	120	160	120	185	300
GM Finance / Financial Controller 10,000 Cr+	-	-	-	-	-	-	80	95	110	100	150	225
GM Finance / Financial Controller 1,000 Cr - 10,000 Cr	-	-	-	35	40	50	40	60	80	50	95	120
Finance Manager	18	25	32	20	35	60	28	40	65	32	45	65

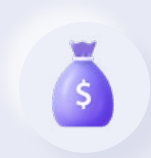


Finance & Accounting

Specialist

BASE SALARY RANGE **FOR 12 MONTHS** **INR Lacs**

ROLE / YEARS OF EXPERIENCE	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Chief Investment Officer - Family Office	-	-	-	-	-	-	65	80	100	80	125	200
FP&A / Business Controller	18	25	32	28	45	65	42	65	90	60	100	150
Financial Analyst / Business Analyst / Strategy (Premier Business School MBA)	22	28	35	25	40	60	50	75	90	75	120	200
Corporate Finance - M&A, IR, Fund Raising	22	25	30	28	50	70	50	90	120	75	120	200
Treasury	12	16	25	15	25	45	40	75	90	50	100	200
Commercial - Sales, Supply Chain	15	18	20	15	30	40	30	50	75	65	85	120
Manufacturing / Plant Controller	12	16	20	15	23	30	25	35	50	35	58	85
Financial Accounting / Consolidation / Statutory Reporting	12	17	25	22	35	40	35	55	70	50	75	110
Internal Audit / Controls / Risk	12	18	25	20	35	45	40	60	90	50	90	250
Tax - GST (Indirect)	12	15	25	15	28	45	38	49	60	45	70	90
Tax - Direct / International	12	17	25	20	34	45	40	58	75	50	85	100
Mixed Tax	12	18	27	20	35	55	40	65	90	75	110	250



Finance & Accounting

Shared Services

BASE SALARY RANGE **FOR 12 MONTHS** **INR Lacs**

ROLE / YEARS OF EXPERIENCE	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Head - Finance Shared Services	-	-	-	-	-	-	50	65	80	75	115	250
Financial Accounting / Record to Report Ops	12	17	25	15	28	40	30	50	75	50	65	140
MIS / Decision Support / FP&A	12	17	25	15	24	40	30	50	75	50	65	140
Accounts Receivable / Order to Cash Ops	10	12	15	12	25	35	25	40	60	45	55	120
Accounts Payable / Procure to Pay Ops	10	12	15	12	25	35	25	40	60	45	55	120
Finance Transformation / Change Management	12	15	25	20	30	45	30	50	70	40	65	100
Transitions	10	12	14	14	24	40	30	45	65	35	47	75
Process Design / Global Process Owner	-	-	-	15	25	40	30	45	70	50	90	150



Healthcare & Life Sciences





Healthcare & Life Sciences

Compensation & benefits trends



Incentives

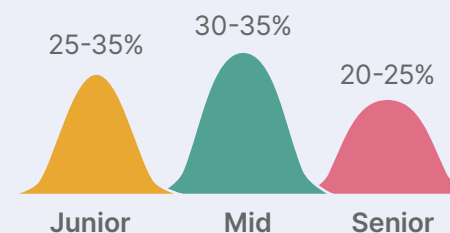
New-age startups are including ESOPs in their retention strategies.



Others

Greater focus on benefits including insurance, car allowances, and flexibility.

Average salary increase when switching jobs



Roles in demand

Sales & Marketing, BD

Commercial Excellence & Strategy

Medical Affairs

Digital Transformation

Top Hiring industries

Pharma / API

Medical Devices

Healthcare Consulting

Skills in demand

Business Development / Marketing

Strategy

Market Access



Healthcare & Life Sciences

Sales

Pharmaceutical

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs														
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15 - 25 YEARS			25+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Sales	10	12	25	12	18	30	25	40	55	30	50	70	45	80	120
Sales (Candidates with pedigree)	15	22	35	25	35	50	50	70	90	80	100	120	100	200	300

Medical Devices

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs														
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15 - 25 YEARS			25+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Sales	8	12	15	15	25	32	30	35	60	50	60	80	70	100	130
Sales (Candidates with pedigree)	15	23	30	30	40	50	75	95	130	80	115	250	100	225	350



Healthcare & Life Sciences

Marketing

Pharmaceutical

ROLE / SENIORITY	BASE SALARY RANGE FOR 12 MONTHS INR Lacs														
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15 - 25 YEARS			25+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Marketing	10	15	28	12	25	35	20	35	50	35	50	70	-	-	-
Marketing (Candidates with pedigree)	15	20	30	22	30	55	40	50	70	60	85	120	-	-	-
Digital Marketing	10	15	18	15	24	30	20	35	50	40	50	65	-	-	-
Market Access	20	25	30	18	20	35	28	32	45	50	70	90	70	90	120
Communications and CSR	15	20	25	10	17	40	25	30	50	35	50	65	60	70	150

Medical Devices / Life Sciences

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs														
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15 - 25 YEARS			25+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Marketing	15	22	35	30	40	60	40	50	75	50	70	100	65	95	200
Digital Marketing	15	14	18	20	25	35	30	40	50	40	55	70	50	65	100
Communications and CSR	10	12	15	10	18	25	25	32	40	40	50	65	60	70	80



Healthcare & Life Sciences

Healthcare Providers

Hospitals & Lab Chains

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs														
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15 - 25 YEARS			25+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Sales	10	12	15	15	22	30	25	40	55	45	65	85	100	95	200
Marketing	8	15	20	20	27	35	30	45	60	40	70	100	60	90	120
Operations	-	-	-	10	20	30	35	42	50	40	55	70	80	120	150

Ancillary Healthcare Companies

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs														
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15 - 25 YEARS			25+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Sales	15	20	25	30	42	55	50	65	80	80	100	150	85	175	250
Marketing	12	16	20	20	35	50	40	55	70	70	80	120	80	100	200
Operations	8	14	20	25	32	40	40	50	60	65	72	80	75	92	130



Healthcare & Life Sciences

Others - Techno Commercial & Technical

Pharmaceutical / Medical Devices / Life Sciences

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs														
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15 - 25 YEARS			25+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Business Excellence / Strategy	20	35	50	20	50	80	30	60	90	55	80	100	90	150	200
SFE / SFA / Training	10	15	20	15	25	35	25	30	40	40	55	80	50	70	120
Medical / Regulatory Affairs	12	19	35	18	30	45	40	50	75	65	90	120	100	130	150
Government / Corporate Affairs	10	15	30	20	25	35	25	40	55	45	90	150	90	120	220

Quality & Compliance

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs														
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15 - 25 YEARS			25+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Corporate Quality Assurance	-	-	-	8	14	20	18	32	50	45	83	120	80	140	200
Manufacturing Quality	4	8	12	8	15	25	25	35	45	40	75	110	80	100	130
Quality Assurance and Regulatory Affairs	6	9	15	15	23	35	28	39	50	50	70	150	65	93	180
Quality Control	5	15	20	7	25	30	25	60	80	45	100	150	60	150	200



Healthcare & Life Sciences

Operations

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs														
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15 - 25 YEARS			25+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Production	7	11	15	15	22.5	30	40	50	60	65	80	95	100	90	200
Engineering	6	9	12	12	20	25	30	40	50	50	65	85	90	110	130
Environment, Health and Safety (EHS)	-	-	-	20	25	30	25	35	50	55	65	75	85	112	140
Operation Excellence	-	-	-	15	25	35	25	35	50	45	57.5	70	65	75	85
Contract Manufacturing	-	-	-	10	20	30	30	42	55	50	60	70	75	102	130

Procurement and Supply Chain

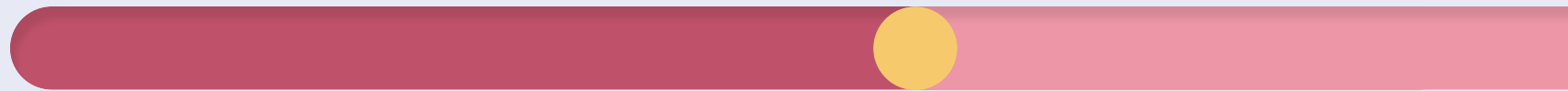
ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs														
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15 - 25 YEARS			25+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Direct Procurement	-	-	24	22	36	50	50	65	80	75	87.5	100	90	125	160
Indirect Procurement	-	-	22	20	30	40	35	50	65	65	78	90	85	113	140
Supply Chain	15	20	25	24	42	60	50	63	75	70	83	95	98	134	170
Logistics	8	13	18	17	24	30	27	36	45	42	56	70	67	89	110
Planning	9	15.5	22	20	30	40	35	48	65	60	80	100	95	123	150



Healthcare & Life Sciences

Research and Development

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs														
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15 - 25 YEARS			25+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Clinical Operations	8	11.5	15	15	25	35	40	55	70	70	82.5	95	90	108	125
Technical R&D	8	12	16	20	28	35	30	45	60	70	90	110	100	130	160



Human Resources





Human Resources

Compensation & benefits trends



Incentives

Higher emphasis on benefits.

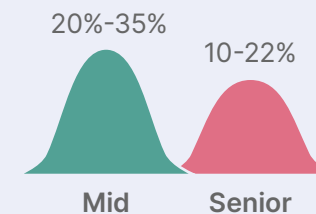


Others

Tax friendly salary structures.

More inclination towards equity and wealth creation opportunities.

Average salary increase when switching jobs



Roles in demand

Compensation & Benefits

Head of Human Resources

Talent Acquisition

Skills in demand

Recruitment

DE&I

Employee Engagement

Top Hiring industries

Consumer & Retail

E-commerce / Technology

IT Services & Consulting



Human Resources

Commerce & Industry

Large & Middle Capital Companies / Listed Organisations

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Head of Human Resources (Large Companies)	-	-	-	-	-	-	-	-	-	100	250	300
Head of Human Resources (Small / Medium Sized Companies)	-	-	-	35	47	60	65	80	95	80	120	200
HR Generalist / Business Partner	-	-	-	20	34	50	42	58	74	55	68	120
Learning & Development	-	-	-	18	27	40	40	50	60	60	65	80
Compensation & Benefits	-	-	-	30	40	45	45	50	65	65	90	120
Talent Acquisition	-	-	-	30	35	50	50	54	65	65	80	120
Talent Management / Organisational Development (OD)	-	-	-	35	40	47	47	53	58	60	75	120
Industrial Relations	-	-	-	21	27	35	37	48	58	55	65	75
HR Operations / Payroll / HRIS	-	-	-	19	23	26	32	37	42	45	55	90
HR Consulting	-	-	-	37	45	53	53	64	74	70	85	100



Human Resources

Small Capital Companies / Non-listed Organisations

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Head of Human Resources (Large Companies)	-	-	-	-	-	-	50	65	80	60	90	150
Head of Human Resources (Small / Medium Sized Companies)	-	-	-	25	30	35	35	39	45	45	63	100
HR Generalist / Business Partner	-	-	-	18	24	30	25	33	40	40	50	80
Learning & Development	-	-	-	20	22	30	30	35	40	40	50	70
Compensation & Benefits	-	-	-	25	30	35	35	40	45	45	55	80
Talent Acquisition	-	-	-	20	22	30	30	35	40	40	50	70
Talent Management / Organisational Development (OD)	-	-	-	25	30	35	35	40	45	45	55	80
Industrial Relations	-	-	-	15	18	20	15	20	25	25	40	55
HR Operations / Payroll / HRIS	-	-	-	12	16	20	15	19	22	25	33	40
HR Consulting	-	-	-	25	30	35	35	43	50	50	63	75



Human Resources

Banking & Financial Services

Large & Middle Capital Companies / Listed Organisations

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Head of Human Resources (Large Companies)	-	-	-	-	-	-	-	-	-	150	250	350
Head of Human Resources (Small / Medium Sized Companies)	-	-	-	-	-	-	55	63	70	70	95	120
HR Generalist / Business Partner	-	-	-	25	33	40	40	50	60	60	80	100
Learning & Development	-	-	-	25	30	35	35	40	45	45	63	80
Compensation & Benefits	-	-	-	30	40	50	45	60	75	60	90	120
Employee Relations	-	-	-	25	35	45	45	63	80	80	95	110
Talent Acquisition	-	-	-	20	25	30	35	45	55	50	83	115
HR Operations / Payroll / HRIS	-	-	-	18	22	25	30	35	40	45	58	70

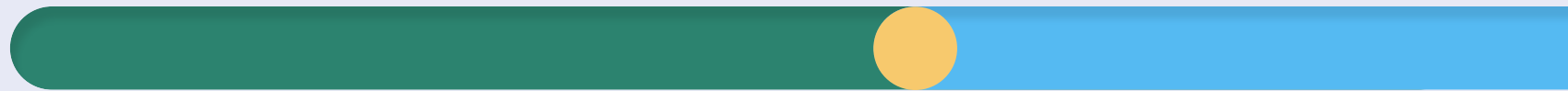


Human Resources

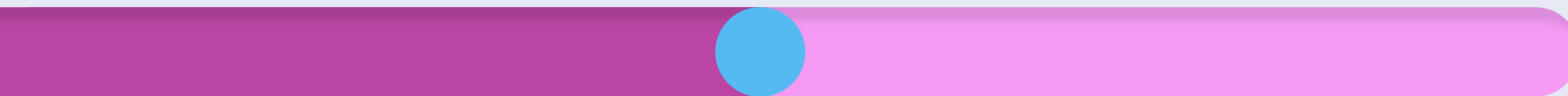
Small Capital Companies / Non-listed Organisations

BASE SALARY RANGE **FOR 12 MONTHS** INR Lacs

ROLE / YEARS OF EXPERIENCE	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Head of Human Resources (Large Companies)	-	-	-	-	-	-	-	-	-	60	80	100
Head of Human Resources (Small / Medium Sized Companies)	-	-	-	-	-	-	30	40	50	50	63	75
HR Generalist / Business Partner	-	-	-	20	23	25	25	33	40	50	63	75
Learning & Development	-	-	-	16	21	25	25	33	40	40	50	60
Compensation & Benefits	-	-	-	20	25	30	30	38	45	55	83	110
Talent Acquisition	-	-	-	15	20	25	25	33	40	40	55	70
HR Operations / Payroll / HRIS	-	-	-	15	18	20	20	25	30	30	40	50
HR Consulting	-	-	-	25	30	35	35	43	50	50	63	75



Legal, CS & Compliance





Legal, CS & Compliance

Compensation & benefits trends



Incentives

Law firms offer high premiums for talent attraction and retention.

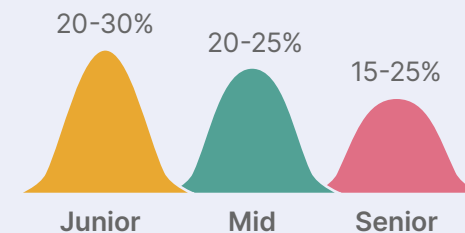


Others

Increased pay band flexibility for hiring lawyers.

Flexibility in benefits is crucial for attracting lawyers.

Average salary increase when switching jobs



Roles in demand

Head of Legal

M&A and Fund Raise

Commercial Counsel

Top Hiring industries

Infrastructure / Real Estate

FMCG and Pharma

Engineering and Automation

Skills in demand

Data Privacy

Contract Drafting and Negotiation

Compliance - Regulatory and Integrity

IPO / Listing experience



Legal, CS & Compliance

Lawyer - In-house

BASE SALARY RANGE **FOR 12 MONTHS** **INR Lacs**

ROLE / YEARS OF EXPERIENCE	3 - 5 YEARS PQE			5 - 10 YEARS PQE			10 - 15 YEARS PQE			15+ YEARS PQE		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Lawyer - Emerging Tech (Consumer Tech, Fintech etc.)	15	25	40	30	50	80	50	75	125	100	130	-
Lawyer - Financial Services - Front Office (IB, PE, VC, Capital Markets)	30	35	50	45	65	110	70	120	175	120	180	-
Lawyer - Financial Services - Others	12	18	30	25	35	60	50	65	85	80	130	-
Lawyer - Manufacturing (B2B)	10	15	30	20	40	60	45	65	100	80	125	-
Lawyer - Manufacturing (B2C and Pharma)	15	22	35	30	45	75	55	75	120	65	120	-
Lawyer - Energy, Infrastructure and Renewables	15	25	45	30	45	75	65	80	125	80	130	-
Lawyer - Real Estate & Warehousing (Land and DD)	8	15	20	25	35	50	40	50	70	50	75	-
Lawyer - Real Estate & Warehousing (Commercial & Transaction)	15	22	30	25	45	70	65	80	125	100	130	-
Lawyer - IT / ITeS and Shared Services	7	13	18	15	22	30	35	47	60	40	70	-
Lawyer - Others	7	11	15	18	29	40	30	50	70	65	100	-

*Candidates from premium law schools or past law firm experience at a premium of 10 to 40 pc. The numbers above are on Salary Model.



Legal, CS & Compliance

Lawyer - Private Practice

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	ASSOCIATE			SENIOR ASSOCIATE			PRINCIPAL ASSOCIATE/ COUNSEL			PARTNER		
	0 - 4 YEARS			3 - 7 YEARS			7 - 10 YEARS			8+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Lawyer - Private Practice (Tier 1)	16	21	32	32	45	58	50	65	80	85	-	-
Lawyer - Private Practice (Tier 2)	12	17	25	25	32	35	38	50	60	60	-	-
Lawyer - Private Practice (Tier 3)	8	13	20	22	28	32	35	38	50	50	-	-

Company Secretaries (In-house)

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	3 - 5 YEARS PQE			5 - 10 YEARS PQE			10 - 15 YEARS PQE			15+ YEARS PQE		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Company Secretary (Listed)	12	18	25	20	35	50	40	45	80	50	80	-
Company Secretary (Unlisted)	5	5	8	10	16	22	20	32	45	35	-	-

*(IPO experience will have a premium of 15-30%)



Legal, CS & Compliance

Compliance - Ethics & Investigation Counsels (In-house)

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	3 - 5 YEARS PQE			5 - 10 YEARS PQE			10 - 15 YEARS PQE			15+ YEARS PQE		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Ethics & Investigation Counsels	12	18	30	25	32	50	40	55	80	60	80	150
Statutory and Regulatory Compliance	8	15	20	22	35	45	40	55	70	60	75	-



Procurement & Supply Chain





Procurement & Supply Chain

Compensation & benefits trends



Incentives

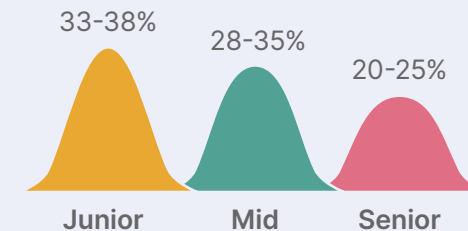
Joining bonuses and Long-Term Incentive Plans (LTIPs).



Others

Promising annual increments for top performers.

Average salary increase when switching jobs



Roles in demand

Strategic Sourcing /
Procurement and Contracts Lead

Logistics and Distribution

Head of Supply Chain

Top Hiring industries

FMCG and FMCD

Automotive

Renewables

Skills in demand

Procurement

Planning & Logistics

Quality



Procurement & Supply Chain

FMCG / Retail & E-commerce / Logistics and Shipping

Top Business Graduates

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Procurement	18	25	35	40	52.5	65	60	80	100	100	135	175+
Logistics (Including Transportation, Warehousing)	18	25	30	30	45	60	60	80	100	80	100	120+
Supply Chain	18	23	32	30	50	70	50	75	100	80	140	200
Strategic Sourcing	18	23	35	40	55	70	65	83	100	90	120	150+
Planning	18	25	35	30	50	70	50	75	100	80	100	120+
Sustainability	15	23	30	35	48	60	60	75	90	-	-	-



Procurement & Supply Chain

Non-Business School Graduates

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Procurement	8	12	15	15	27.5	40	32	40	60	50	98	150
Logistics (Including Transportation, Warehousing)	8	12	15	15	25	35	26	38	50	45	83	120
Supply Chain	8	12	15	15	25	35	30	45	60	50	100	150
Sourcing	8	12	15	15	25	35	26	38	50	45	68	90
Planning	8	12	15	15	25	35	26	38	50	45	68	90
Sustainability	8	12	22	22	29	35	36	48	60	-	-	-



Procurement & Supply Chain

Captives / Shared Services

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Procurement Manager	16	18	20	20	30	40	30	40	50	40	50	60
Customer Service	-	-	-	20	30	40	30	40	50	60	70	80
Back-end Operations	-	-	-	20	30	40	30	40	50	60	70	80
Vendor / Supplier Relationship Manager	16	18	20	20	30	40	30	40	50	40	50	60
Strategic Sourcing Leader / Manager	16	18	20	20	30	40	30	40	50	40	50	60
Category / Commodity Manager	16	18	20	20	30	40	30	40	50	40	50	60
GM / Head of Procurement	-	-	-	-	-	-	50	60	70	60	80	100
CPO / Director P2P	-	-	-	-	-	-	50	60	70	60	80	100



Procurement & Supply Chain

Industrial B2B Practices

BASE SALARY RANGE **FOR 12 MONTHS** INR Lacs

ROLE / YEARS OF EXPERIENCE	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Supply Chain	-	-	-	-	-	-	60	70	80	70	120	200+
Commercial Head	-	-	-	-	-	-	-	-	-	80	120	150
Procurement	14	22	30	20	32	45	35	55	75	80	130	150
Logistics (including transportation and warehousing)	14	20	25	20	30	40	35	45	55	50	75	100+
Sourcing	14	22	30	20	32	45	35	55	75	75	98	120
Supplier Quality	10	13	15	15	25	35	-	-	-	-	-	-
Sustainability	15	23	30	35	48	60	60	75	90	-	-	-
Planning	8	12	15	15	25	35	40	50	60	75	98	120
Supply Chain Excellence	15	22	30	25	38	50	50	65	80	-	-	-



Property & Construction





Property & Construction

Compensation & benefits trends



Incentives

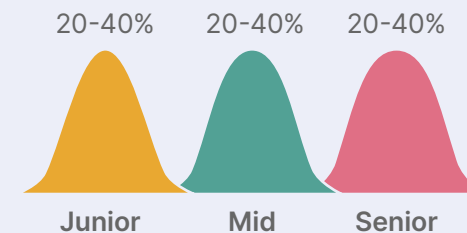
Top performers receive 40-50% salary increases.



Others

Higher variable pay, joining bonuses, and ESOPs are crucial for attracting talent.

Average salary increase when switching jobs



Roles in demand

Leasing

Business / P&L Head

Real Estate Strategy

Skills in demand

Sales

Project Management

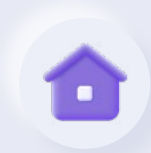
P&L Management

Top Hiring industries

Commercial Real Estate

Residential Real Estate

Industrial & Warehousing



Property & Construction

Business Management

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs														
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15 - 25 YEARS			25+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
P&L Management	-	-	-	35	45	65	50	75	100	70	110	300	90	150	500
Sales	-	-	-	15	25	50	25	55	100	50	80	300	65	150	400
Marketing	-	-	-	15	20	40	25	50	90	50	80	150	60	100	250
BD / Land Acquisition	-	-	-	10	25	55	20	45	75	55	75	180	55	110	300
Leasing	-	-	-	12	22	50	20	55	110	40	75	300	70	150	450

P&L & Operations

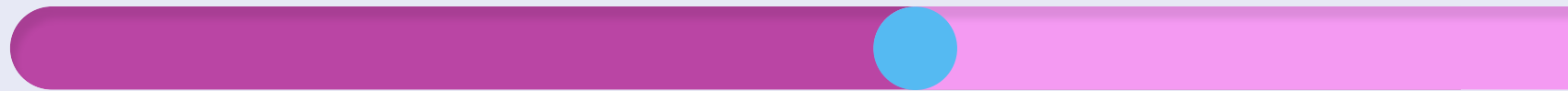
ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs														
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15 - 25 YEARS			25+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Property & Asset Management	10	15	20	15	35	50	30	60	100	50	80	225	75	110	300
Strategy	15	25	35	25	40	60	35	65	100	60	100	200	90	135	250
Executive Assistance	15	25	40	20	35	55	30	40	50	50	55	60	-	-	-
Facilities Management	10	15	20	20	30	20	35	45	50	40	75	170	50	90	275
CRM	10	15	15	15	30	15	35	40	50	35	60	100	45	80	150



Property & Construction

Technical

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs														
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15 - 25 YEARS			25+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Architecture & Design	-	-	-	15	20	25	15	30	70	25	50	150	40	95	350
Project Management	-	-	-	15	22	35	20	30	70	35	55	150	50	100	500
MEP	-	-	-	15	20	30	12	30	60	25	50	150	40	80	300
Structural Engineering	-	-	-	15	20	30	12	25	60	25	50	150	45	65	250
Health & Safety	-	-	-	15	20	25	12	25	60	25	40	100	40	50	200
Quantity Surveying	-	-	-	15	20	20	10	25	50	20	40	70	40	50	200
Planning & Coordination	-	-	-	15	20	30	15	30	70	25	50	100	45	70	200
Contracts Management	-	-	-	15	20	30	15	30	70	25	50	100	40	65	200



Sales & Marketing





Sales & Marketing

Compensation & benefits trends



Incentives

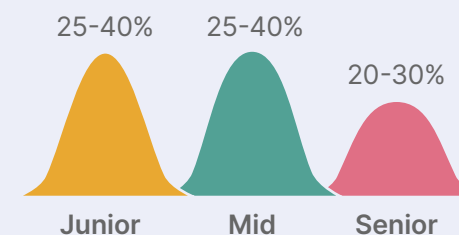
Higher variable pay, joining bonuses, and ESOPs are crucial for attracting talent.



Others

Annual increments are primarily in ESOP form rather than significant cash increases.

Average salary increase when switching jobs



Roles in demand

Digital Marketing

Growth Manager / Leader

Growth Head / Business Head

Skills in demand

Digital / Paid Marketing

Demand / Lead Generation

Branding

Top Hiring industries

D2C, Consumer Tech

FMCG, FMCD,
Industrial & Manufacturing

Across Industry



Sales & Marketing

Consumer Goods (FMCG)

Candidates with Pedigree i.e. Top 20 Business Schools

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs														
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15 - 22 YEARS			22+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Sales / Channel Management	20	26	32	30	50	70	40	70	100	80	120	200	120	140	200
E-commerce	22	29	36	40	60	80	90	105	120	NA	NA	NA	NA	NA	NA
Brand / Category Management	20	26	32	30	50	70	40	70	100	100	125	150	120	140	200
Digital Marketing	18	24	30	30	45	60	40	65	90	NA	NA	NA	NA	NA	NA
Communications / PR / CSR	15	17	20	20	30	40	30	43	55	60	105	150	100	125	150



Sales & Marketing

Pharmaceutical

BASE SALARY RANGE **FOR 12 MONTHS** **INR Lacs**

ROLE / YEARS OF EXPERIENCE	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Sales (Candidates with pedigree)	8	14	20	18	29	40	25	50	75	60	90	120
Marketing (Candidates with pedigree)	8	14	20	18	29	40	25	43	60	50	75	100
Sales	5	9	12	10	15	20	15	23	30	25	50	75
Marketing	5	8	10	8	12	15	15	20	25	20	40	60
Regulatory Affairs / QA / RA	5	9	12	10	16	22	22	31	40	35	43	50
Communications & CSR	6	11	15	12	20	28	25	35	45	30	45	60
Medical Affairs	8	13	18	12	26	40	30	45	60	50	85	120



Sales & Marketing

Medical Devices

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Sales (Candidates with pedigree)	12	19	25	18	29	40	35	48	60	50	100	150
Marketing (Candidates with pedigree)	12	19	25	30	38	45	45	53	60	60	78	95
Sales	8	14	20	12	21	30	25	43	60	50	100	150
Marketing	12	17	22	22	28	34	35	40	45	45	65	85
Regulatory Affairs / QA / RA	10	12	15	12	18	22	22	30	40	35	43	50
Clinical / Application / Product Specialist / Service	6	8	10	8	14	20	15	23	30	25	43	60

FMCD

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs														
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15 - 22 YEARS			22+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Candidates with Pedigree i.e. Top 20 Business Schools	15	20	25	30	45	60	40	60	80	80	115	150	90	135	180
Sales / Channel Management	12	18	24	20	35	50	30	55	80	60	100	140	100	125	150
E-commerce	16	20	24	30	45	60	50	75	100	NA	NA	NA	NA	NA	NA
Brand / Category Management	18	23	28	20	35	50	40	60	80	70	95	120	NA	NA	NA
Digital Marketing	16	20	24	30	45	60	50	75	100	NA	NA	NA	NA	NA	NA



Sales & Marketing

Retail

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs														
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15 - 22 YEARS			22+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Sales / Operations	12	18	24	20	35	50	30	55	80	60	100	140	100	125	150
E-commerce	16	20	24	30	45	60	50	75	100	NA	NA	NA	NA	NA	NA
Category Management	18	23	28	20	35	50	40	60	80	70	95	120	NA	NA	NA
Digital Marketing	16	20	24	30	45	60	50	75	100	NA	NA	NA	NA	NA	NA

D2C

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Sales / Channel Management	12	15	25	20	35	55	40	60	100	60	80	120
E-commerce	10	15	25	20	35	50	45	55	80	NA	NA	NA
Brand / Category Management	12	20	30	25	40	60	45	65	90	70	90	100
Digital Marketing	12	18	25	25	45	70	40	65	90	NA	NA	NA



Sales & Marketing

Industrial

Building Materials & Technologies

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs														
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15+ YEARS			22+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Sales / Channel Management	10	15	20	15	20	30	20	35	50	30	60	120	50	70	100
Key Accounts/ Institutional Sales	8	13	18	15	22.5	30	30	60	90	40	70	100	40	65	90
Pre-Sales / Specifications	5	8	12	8	17	25	20	30	40	30	40	50	30	40	50
Product / Brand / Marketing	8	12	15	12	19	25	20	30	40	30	42.5	55	30	45	60

Engineering Goods

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs														
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15+ YEARS			22+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Sales (Candidates with pedigree)	10	15	25	15	25	40	25	50	80	50	85	120	50	90	130
Sales (Others)	7	11	20	10	18	25	20	35	50	30	50	80	40	65	100
Product Management / Marketing	6	10	15	10	18	35	18	35	50	25	50	70	35	50	80
Marketing Communications / PR / Corporate Affairs	5	8	15	8	17	25	15	30	45	30	45	60	30	50	70



Sales & Marketing

Chemicals

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs														
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15+ YEARS			22+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Sales (Candidates with pedigree) / Business Development	12	15	20	15	25	35	25	43	60	40	95	150	40	95	150
Sales / Key Account	6	11	15	10	18	25	20	35	50	40	70	100	40	70	120
Brand / Product Management	10	12	15	15	18	30	15	28	40	30	53	75	30	53	75
Marketing Communications / PR / Corporate Affairs	4	6	8	8	17	28	20	33	45	30	50	70	40	50	80

Industrial Automation

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs														
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15+ YEARS			22+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Sales (Candidates with pedigree)	10	15	25	15	25	40	25	50	80	50	85	120	50	90	130
Sales (Others)	7	11	20	10	18	25	20	35	50	30	50	75	40	65	100
Product Management / Marketing	6	10	15	10	18	35	20	35	50	35	50	70	35	50	80
Marketing Communications / PR / Corporate Affairs	5	8	15	8	17	25	15	30	45	25	45	60	30	50	70



Sales & Marketing

Logistics

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs														
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15+ YEARS			22+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Sales (Candidates with pedigree)	10	18	30	15	30	45	30	55	80	50	85	120	50	85	150
Sales (Others)	7	11	20	10	20	30	20	35	50	40	60	80	50	70	100
Product Management / Marketing	6	12	20	10	20	35	18	40	60	40	60	80	45	70	110
Marketing Communications / PR / Corporate Affairs	5	10	15	10	20	30	15	30	45	30	50	70	35	55	75

Energy

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs														
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15+ YEARS			22+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Sales (Candidates with pedigree)	10	20	30	15	30	45	30	55	80	50	85	120	50	85	150
Sales (Others)	7	12	20	10	20	30	20	35	50	40	60	80	40	70	100
Product Management / Marketing	6	12	20	10	20	35	18	35	50	35	55	75	40	65	85
Marketing Communications / PR / Corporate Affairs	5	10	15	10	20	30	15	30	45	30	50	70	35	55	75



Sales & Marketing

Technology

Consumer Tech

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE														
	FOR 12 MONTHS			INR Lacs											
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15+ YEARS			22+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Digital Sales / Media Sales / Partnerships	12	15	20	18	30	40	40	60	75	60	80	100	80	120	150
Brand Marketing	15	24	30	25	40	60	50	75	100	80	120	150	120	150	180
Growth / Performance Marketing / CGO	15	25	35	35	55	80	80	100	120	120	140	160	160	-	++
Marketing (Digital & Offline) / CMO	10	15	20	20	35	50	50	75	100	100	125	150	120	180	200
Category Management	15	22.5	30	30	45	60	60	80	100	100	125	150	120	180	200
Strategy / CSO	20	27.5	35	35	55	75	75	97.5	120	120	150	180	180	-	-
SEO / SEM / Social Media	8	11.5	15	15	25	35	35	50	65	65	82.5	100	100	-	-
Creative (Copy / Art)	8	11.5	15	15	30	45	45	60	75	60	80	120	120	-	-



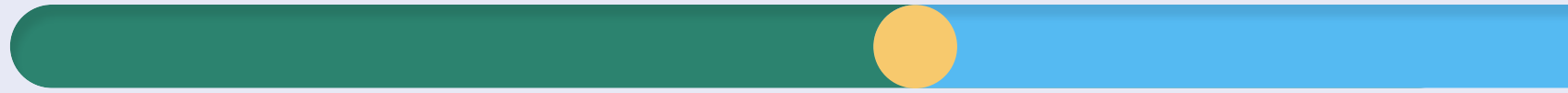
Sales & Marketing

Tech Sales - Enterprise software / SaaS

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs														
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15+ YEARS			22+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Inside Sales	8	20	30	15	35	60	40	70	100	60	80	100	90	100	120
Field Sales	10	16	30	18	35	60	30	50	100	60	90	150	60	120	200
Customer Success	8	12	18	12	25	40	30	50	70	55	70	90	70	85	100
Marketing Manager / VP Marketing / CMO	6	12	25	12	20	30	35	45	70	50	75	100	80	100	140
Channels / Alliances	8	12	18	15	25	45	30	50	80	60	80	100	70	90	120

Tech Sales - IT Services

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs														
	3 - 5 YEARS			5 - 10 YEARS			10 - 15 YEARS			15+ YEARS			22+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Pre-Sales Manager / Head	8	16	25	12	25	35	30	45	60	40	60	80	50	70	100
Field Sales	12	18	25	25	35	45	35	50	80	50	65	100	60	90	150
Marketing Manager / VP Marketing / CMO	6	10	20	15	25	45	30	45	70	40	60	90	50	70	100
Channels / Alliances	8	12	18	15	25	45	30	50	80	60	80	100	70	90	120



Technology





Technology

Compensation & benefits trends



Incentives

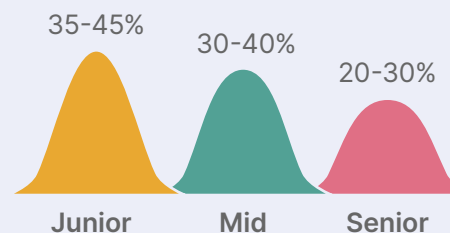
Joining bonuses, ESOPs, retention bonuses, and higher equity stakes in product and e-commerce companies.



Others

Flexible work arrangements.

Average salary increase when switching jobs



Roles in demand

C-suite (Technology, Data, AI / ML, Product, Security)

Digital transformation & IoT

Generative AI & Data

Top Hiring industries

Financial Services (incl Fintech)

Consumer / Consumer Tech

GBS / SSC

Skills in demand

Security (Info Sec / Cyber)

Design (UI / UX)

SAP / ERPs

AI / ML / Data Science

Full-stack Development, Architecture & DevOps



Technology

GCC / SCC

Mid-Large sized captive centers

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	5 - 10 YEARS			10 - 15 YEARS			15-20 YEARS			20+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
India Site Head / MD	-	-	-	-	-	-	250	275	300	300	400	500
Infrastructure / Cloud / Digital Workplace	35	45	55	55	75	80	80	110	125	125	150	200
Application / ERP	30	40	50	50	65	75	75	88	100	100	125	200
Data Security / Information Security / Cyber Security	35	40	50	50	60	75	75	100	120	120	180	225
Service Delivery / IT Operations / PMO	25	35	45	45	65	80	80	100	120	120	135	150



Technology

Corporate IT

MNC, Domestic Companies (Listed / Non-listed), Small-sized Captive Centres

BASE SALARY RANGE **FOR 12 MONTHS** **INR Lacs**

ROLE / YEARS OF EXPERIENCE	5 - 10 YEARS			10 - 15 YEARS			15+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
India Site Head / MD	-	-	-	-	-	-	125	220	300
CIO / IT Director	-	-	-	70	85	100	100	200	300
Infrastructure / Cloud / Data Centre	35	45	55	55	65	75	75	85	100
Application / ERP	30	40	50	50	60	70	70	80	90
CISO / Information Security / Cyber Security	35	40	50	50	65	80	80	100	120
Service Delivery / IT Operations / Project Management	25	35	45	45	60	70	70	85	100



Technology

Development, Design & Architecture

Product, E-commerce, Internet and Fintech Companies

BASE SALARY RANGE **FOR 12 MONTHS** **INR Lacs**

ROLE / YEARS OF EXPERIENCE	4 - 10 YEARS			10 - 15 YEARS			15+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
CTO / Head of Engineering	30	60	90	60	105	150	100	160	300
Design & Architecture	30	55	80	60	75	90	90	135	180
Software Development	30	45	60	40	60	80	80	100	120
DevOps Engineering	25	40	55	40	60	100	80	100	150
Quality Assurance	25	35	45	45	55	70	75	90	110
Product Management	35	55	80	80	115	150	140	160	230
Head of Tech Support	20	35	50	40	60	80	70	85	120



Technology

Tier 1 Digital & Analytics

Early-stage startups, and Product, and Internet Companies, Management Consulting & GCCs

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	3 - 6 YEARS			6 - 10 YEARS			10 - 15 YEARS			15+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Business Intelligence & Analytics	20	30	40	40	50	60	70	80	90	90	100	125
Risk Analytics	25	35	50	40	50	75	65	90	125	120	150	175
Big Data / Data Engineering	25	35	45	45	55	65	60	75	90	90	120	150
Data Science / Machine Learning / Artificial Intelligence	30	40	50	55	65	75	75	100	125	130	155	180



Technology

Tier 2 Digital & Analytics

MNC Banks, Domestic financial institutions, third-party consulting companies

ROLE / YEARS OF EXPERIENCE	BASE SALARY RANGE FOR 12 MONTHS INR Lacs											
	3 - 6 YEARS			6 - 10 YEARS			10 - 15 YEARS			15+ YEARS		
	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX	MIN	AVG	MAX
Business Intelligence & Analytics	20	26	32	32	40	50	56	64	72	75	80	100
Risk Analytics	20	28	40	32	40	60	52	72	100	95	120	140
Big Data / Data Engineering	20	28	36	35	45	55	48	60	72	70	95	120
Data Science / Machine Learning / Artificial Intelligence	25	32	40	40	55	65	60	80	100	100	125	150

PageGroup

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Every day, we have the opportunity to influence thousands of lives and hundreds of organisations — a responsibility we navigate with utmost diligence.



12 APAC Markets

27 Offices

~1,600 Consultants

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With a heritage spanning over four decades, PageGroup has honed its regional expertise on a global stage, ensuring unparalleled recruitment solutions for your enterprise. Our deep understanding of the local business scene and keen comprehension of the economic landscape enable us to provide outstanding service. Our consultants are developed in specific job and industry sectors, matching their skills and qualifications with practical industry experience. This targeted development approach allows us to provide your business with customised recruitment solutions that meet your unique needs.

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