

# India Salary Guide 2025



Michael Page

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## A Guide to Salaries & Trends in the Labour Market 2025

India's employment landscape is undergoing growth and transformation. The job market has shown resilience, with more opportunities across sectors compared to early 2024, particularly evident in the financial services, manufacturing, and technology sectors.

Over a dozen new global private equity, sovereign, venture capital, real estate and Infrastructure funds have established offices in India, reflecting its importance to global investors. Returning Indians with global experience are highly sought after for their international perspectives and expertise.

We're witnessing substantial growth in Global Capability Centers (GCCs). The manufacturing sector has gained significant momentum, driven by government initiatives and increased domestic investments in renewable energy, electric vehicles, and semiconductor industries.

Salary increments for promotions typically range from 20% to 30%, rising to 30% to 40% for emerging skills and critical leadership roles. Annual salary hikes vary from 6% to 15%, depending on the industry, role criticality, and niche skills. Organisations are increasingly offering Employee Stock Ownership Plans (ESOPs) and long-term incentive plans, especially for senior positions.

The emphasis on diversity and inclusion has strengthened, with many organisations targeting 50% female representation through competitive compensation packages and flexible working arrangements.

Looking ahead, we anticipate continued growth in sectors such as financial services, healthcare, infrastructure, and manufacturing. The technology sector is evolving, driving greater demand for specialised expertise in AI/ML, cybersecurity, and data privacy. While salaries in traditional roles like operations may stagnate due to automation, the gig economy is creating flexible, project-based work opportunities.

For organisations navigating this dynamic market, success lies in maintaining agile hiring strategies while offering compelling employee value propositions. Speed in decision-making, combined with clear growth paths and competitive compensation packages, will be crucial in securing and retaining top talent in 2025.



**Nilay Khandelwal**

**Senior Managing  
Director**

# Banking & Financial Services

Banking and Financial Services drive economic growth and employment, evolving through technology, analytics, and customer-focused innovations.

The broader BFSI sector continues to demonstrate consistent demand for professionals across front-office, middle-office and back-office roles. Both domestic and international banks have exhibited robust hiring patterns, expanding into new business lines whilst strengthening existing operations. Corporate and Commercial Banking, Wealth Management and support functions in Finance, Risk, Audit and Compliance – have seen prominent recruitment activity, alongside significant build-out of technology capabilities.

The Insurance sector grows with new entrants, driving recruitment in sales, actuarial, product development, and support roles. Well-established NBFCs with strong heritage have driven recruitment within their segment, particularly across risk management, sales, strategic alliances, finance and auxiliary support roles.

Organisations within the BFSI sector maintain exacting standards in their talent acquisition, emphasising the need for new hires to demonstrate immediate impact. This has led to increasingly precise recruitment criteria and role specifications.

## Top 5 most sought-after profiles

Financial Planning and Analysis (FP&A)
Risk Management
Alliances
Audit and Compliance
Human Resources

## Top 5 highest-paying jobs

Chief Financial Officer
Chief Risk Officer
Head of Compliance
Chief Business Officer
Head of Financial Planning and Analysis (FP&A)

## Top 5 most sought-after skills

Market Risk
Analytics
Digital Transformation
Compliance
Alliances

## Salary Guide

Base salary range for 12 months (INR Lacs)

### General

Private Equity & Venture Capital	Associate	VP	Director	Managing Dir.
Global Fund	60 - 120	130 - 200	185 - 400	400 - 600
Fund Size USD 500M - USD 1B	40 - 70	75 - 120	120 - 200	150 - 280
Fund Size < USD 500M	30 - 50	50 - 80	75 - 120	120 - 200

  

MNC Banks	Associate	VP	Director	Managing Dir.
Corporate Finance / Mergers & Acquisitions (M&A)	55 - 90	100 - 150	160 - 220	250 - 400

  

Domestic Financial Institutions	Associate	VP	Director	Managing Dir.
Corporate Finance / Mergers & Acquisitions (M&A)	28 - 45	45 - 85	80 - 105	110 - 200

### Private Banking

MNC Banks	Associate	VP	Director	Managing Dir.
Private Banker	15 - 30	30 - 70	50 - 120	130 - 225

### Private Banking

Domestic Financial Institutions	Associate	VP	Director	Managing Dir.
Banks	10 - 20	20 - 60	60 - 90	100 - 150
Non Banks	10 - 25	25 - 70	70 - 90	100 - 130

  

Corporate Banking (Sales Function)	Associate	VP	Director	Managing Dir.
MNC Banks	25 - 45	50 - 75	75 - 90	100 - 200
Domestic Banks	20 - 35	40 - 60	65 - 85	100 - 150
NBFCs	18 - 30	35 - 50	55 - 70	80 - 120



# Banking & Financial Services

Corporate Banking (Risk Function)	AVP	VP	Director	Managing Dir.
MNC Banks	18 - 28	30 - 80	70 - 110	100 - 180
Domestic Banks	16 - 25	30 - 65	55 - 100	100 - 180
NBFCs	18 - 30	28 - 45	50 - 90	80 - 180

  

Corporate Banking (Product Function)	AVP	VP	Director	Managing Dir.
MNC Banks	17 - 25	35 - 80	75 - 110	120 - 225
Domestic Banks	14 - 22	35 - 65	60 - 100	100 - 225
NBFCs / Fintech	16 - 26	35 - 60	60 - 100	100 - 180

  

Commercial Banking (Sales Function)	AVP	VP	Director	Managing Dir.
MNC Banks	25 - 45	50 - 75	75 - 90	100 - 200
Domestic Banks	20 - 35	40 - 60	65 - 85	100 - 150
NBFCs	18 - 30	35 - 50	55 - 70	80 - 120

  

Commercial Banking (Risk Function)	AVP	VP	Director	Managing Dir.
MNC Banks	12 - 28	35 - 75	70 - 100	100 - 200
Domestic Banks	12 - 25	40 - 55	55 - 90	90 - 200
NBFCs	12 - 20	38 - 55	45 - 75	75 - 120

  

BFSI - Finance	AVP	VP	Director	Managing Dir.
Chief Financial Officer	-	-	100 - 200	-
Financial Controller	35 - 45	45 - 65	65 - 90	-
Tax Accountant	15 - 25	25 - 35	35 - 50	-
Regulatory / Financial Reporting	20 - 35	35 - 50	55 - 70	-
Business Finance / FP&A and MIS	20 - 35	35 - 50	55 - 70	-
Treasury / Fund Raising	-	-	75 - 100	-

# Banking & Financial Services

## Tier 1 Audit, Compliance & Risk

MNC Banks & Captives	AVP	VP	Director	Managing Dir.
Internal Audit	22 - 32	32 - 60	50 - 100	-
Know Your Customer (KYC) / Anti Money Laundering (AML)	15 - 25	30 - 40	45 - 60	-
Regulatory Compliance	15 - 25	50 - 75	80 - 120	-
Market Risk	25 - 35	35 - 55	55 - 70	-
Credit Risk	25 - 35	35 - 55	55 - 70	-
Operational Risk	25 - 35	35 - 55	55 - 70	-

## Tier 2 Audit, Compliance & Risk

Domestic Financial Institutions & Third-Party Consulting Firms	AVP	VP	Director	Managing Dir.
Internal Audit	22 - 32	32 - 60	50 - 100	-
Know Your Customer (KYC) / Anti Money Laundering (AML)	15 - 25	30 - 40	45 - 60	-
Regulatory Compliance	15 - 25	50 - 75	80 - 120	-
Market Risk	25 - 35	35 - 55	55 - 70	-
Credit Risk	25 - 35	35 - 55	55 - 70	-
Operational Risk	25 - 35	35 - 55	55 - 70	-

## Tier 1 Operations

MNC Banks & Captives	AVP	VP	Director	Managing Dir.
Head of Operations / Chief Operating Officer	-	-	60 - 90	120 - 160
Project Management	22 - 32	30 - 50	55 - 80	80 - 100
Quality	20 - 30	30 - 50	55 - 80	80 - 100
Transitions	20 - 30	30 - 50	55 - 80	80 - 100
Payments & Cash Management	20 - 30	30 - 50	55 - 80	80 - 100

# Banking & Financial Services

Domestic Financial Institutions & Third-Party Consulting Firms	AVP	VP	Director	Managing Dir.
Head of Operations / Chief Operating Officer	-	-	50 - 80	100 - 140
Project Management	20 - 28	30 - 42	45 - 70	65 - 80
Quality	18 - 28	28 - 40	45 - 65	65 - 80
Transitions	18 - 28	28 - 40	45 - 70	65 - 80
Payments & Cash Management	20 - 30	30 - 40	48 - 65	65 - 85

## Tier 1 Operations (Middle-Office)

MNC Banks & Captives	AVP	VP	Director	Managing Dir.
Client Servicing	20 - 28	28 - 45	45 - 70	70 - 90
Trade Support / Capture	20 - 28	28 - 45	45 - 70	70 - 90
Reference Data	20 - 28	28 - 45	45 - 70	70 - 90
Corporate Actions	20 - 28	28 - 45	45 - 70	70 - 90
Business Management	22 - 32	32 - 50	50 - 80	80 - 120
Change Management	22 - 32	32 - 50	50 - 80	80 - 100
Fund Administration	22 - 35	32 - 50	50 - 80	80 - 100

## Tier 2 Operations (Middle-Office)

Domestic Financial Institutions & Third-Party Consulting Firms	AVP	VP	Director	Managing Dir.
Client Servicing	18 - 28	28 - 40	45 - 65	65 - 80
Trade Support / Capture	18 - 28	28 - 40	45 - 65	65 - 80
Reference Data	18 - 28	28 - 40	45 - 65	65 - 90
Corporate Actions	18 - 28	28 - 40	45 - 65	65 - 80
Business Management	20 - 28	28 - 45	45 - 70	70 - 90
Change Management	20 - 28	28 - 45	45 - 70	70 - 90
Fund Administration	18 - 28	28 - 40	45 - 65	65 - 80



# Banking & Financial Services

## Tier 1 Operations (Back-Office)

MNC Banks & Captives	AVP	VP	Director	Managing Dir.
Collection	20 - 28	28 - 45	45 - 70	70 - 90
Settlement	20 - 28	28 - 45	45 - 70	70 - 90
Reconciliation	20 - 28	28 - 45	45 - 70	70 - 90
Documentation	20 - 28	28 - 45	45 - 70	70 - 90
Collateral Management	20 - 28	28 - 45	45 - 70	70 - 90
International Swaps and Derivatives Association (ISDA) Documentation	20 - 28	28 - 45	45 - 70	70 - 90
Transaction Management	22 - 28	28 - 45	45 - 70	70 - 90
Trade Finance Operations	22 - 28	28 - 45	50 - 70	70 - 90
Credit Administration / Loan Operations	22 - 28	28 - 45	50 - 70	70 - 100

## Tier 2 Operations (Back-Office)

Domestic Financial Institutions & Third-Party Consulting Firms	AVP	VP	Director	Managing Dir.
Collection	18 - 28	35 - 50	45 - 70	75 - 120
Settlement	18 - 28	28 - 40	45 - 65	70 - 90
Reconciliation	18 - 28	28 - 40	45 - 65	70 - 90
Documentation	18 - 28	28 - 40	45 - 65	70 - 90
Collateral Management	18 - 28	28 - 40	45 - 65	70 - 90
International Swaps and Derivatives Association (ISDA) Documentation	18 - 28	28 - 40	45 - 65	70 - 90
Transaction Management	18 - 28	28 - 40	45 - 65	70 - 90
Trade Finance Operations	18 - 28	28 - 40	45 - 68	75 - 90
Credit Administration / Loan Operations	18 - 28	28 - 40	50 - 65	75 - 100

## Tier 1 Finance (Finance Project)

# Banking & Financial Services

MNC Banks & Captives	AVP	VP	Director	Managing Dir.
Business Analyst / Change Management	20 - 35	35 - 50	55 - 80	90 - 120

## Tier 2 Finance (Finance Project)

Domestic Financial Institutions & Third-Party Consulting Firms	AVP	VP	Director	Managing Dir.
Business Analyst / Change Management	18 - 25	25 - 40	45 - 65	65 - 80

## Tier 1 Finance (Product Control)

MNC Banks & Captives	AVP	VP	Director	Managing Dir.
Money Market	25 - 35	35 - 60	60 - 80	80 - 130
Equities	25 - 35	35 - 60	60 - 80	80 - 130
Commodities & Derivatives	25 - 35	35 - 60	60 - 80	80 - 130

Domestic Financial Institutions & Third-Party Consulting Firms	AVP	VP	Director	Managing Dir.
Money Market	18 - 28	28 - 40	45 - 65	65 - 90
Equities	18 - 28	28 - 40	45 - 65	65 - 90
Commodities & Derivatives	18 - 28	28 - 40	45 - 65	65 - 90

## Base salary range for Actuarial (INR Lacs)

### Insurance Companies

Years of Experience / Papers Cleared	3 - 5	5 - 10	10 - 13	>13
3 - 5	8 - 12	12 - 15	18 - 25	25 - 30
5 - 7	10 - 15	15 - 25	25 - 35	35 - 40
7 - 10	15 - 20	20 - 30	35 - 40	45 - 50
10 - 15	20 - 25	25 - 35	40 - 55	55 - 70
>15	25 - 30	30 - 40	55 - 70	70 - 85
Appointed Actuary	NA	NA	NA	110 - 200

# Banking & Financial Services

## Actuarial - General Insurance

Years of Experience / Papers Cleared	<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

Insurance Companies	Manager & Sr Manager	AVP	DVP / VP	SVP
Product	11 - 23	27 - 35	55 - 70	80 - 100
Strategic Alliances	15 - 20	25 - 30	40 - 60	70 - 90
Key Account Management	12 - 20	22 - 30	33 - 45	70 - 90
Claims / Underwriting (UW)	25 - 30	16 - 22	25 - 38	45 - 80

Insurance Companies	Area Manager	Regional Manager	Zonal Manager	National Head
Agency / Bancassurance Sales	25 - 30	40 - 55	80 - 100	90 - 160

Insurance Broking	Manager & Sr Manager	AVP	DVP / VP	SVP
Claims / Underwriting (UW)	8 - 14	18 - 27	30 - 37	50 - 65

## Strategy Consulting

Tier 1 Global Firms	Base salary*
Business Analyst (Pre-MBA)	16 - 21
Associate / Junior Consultant (Post-MBA)	32 - 38
Engagement Manager / Project Leader	58 - 70
Associate Partner / Principal	75 - 95
Early / Junior Partner	125 - 150

\*Base salary range for 12 months

# Banking & Financial Services

Consulting Arm of Accounting / Audit / Technology Firms	Base salary*
Business Analyst (Pre-MBA)	12 - 15
Associate / Junior Consultant (Post-MBA)	28 - 35
Engagement Manager / Project Leader	35 - 48
Associate Partner / Principal	50 - 65
Early / Junior Partner	95 - 120

\*Base salary range for 12 months

Global Boutique Firms	Base salary*
Business Analyst (Pre-MBA)	16 - 22
Associate / Junior Consultant (Post-MBA)	30 - 40
Engagement Manager / Project Leader	50 - 75
Associate Partner / Principal	75 - 100
Early / Junior Partner	110 - 155

\*Base salary range for 12 months

Domestic Boutique Firms	Base salary*
Business Analyst (Pre-MBA)	12 - 18
Associate / Junior Consultant (Post-MBA)	22 - 30
Engagement Manager / Project Leader	32 - 50
Associate Partner / Principal	55 - 70
Early / Junior Partner	90 - 130

\*Base salary range for 12 months

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# Engineering & Manufacturing

Multinational corporations target India for their Engineering and Research and Development (R&D) centres, particularly in states such as Karnataka, Telangana, Maharashtra, Gujarat and the National Capital Region.

The Engineering and Manufacturing sector has seen a dramatic rise in demand for professionals with niche skill sets, especially in emerging industries such as Semiconductors, Electric Vehicles and Renewable Energy. The need for localisation of talent has led organisations to either recruit internationally or develop expertise by upskilling professionals from adjacent industries across the region.

While technical expertise remains fundamental, commercial acumen has become increasingly critical in selecting senior leadership within organisations.

Diversity stands as a significant differentiator as companies strive for more inclusive workplaces. In technical roles, organisations are cultivating female leaders through early-career cross-functional exposure, preparing them for future leadership positions.

## Top 5 most sought-after profiles

Programme/Project Management Professionals
Plant Operations Professionals
Research and Product Development Professionals
Engineering and Construction Professionals
Lean Six Sigma Professionals

## Top 5 highest-paying jobs

Chief Operations Officer
Head of Engineering
Head of Project Management
R&D Head
Head of Manufacturing

## Top 5 most sought-after skills

Business Acumen and Leadership
Embedded Design and Engineering
NPD/NPI Programme Management
Greenfield and Brownfield Projects
External Stakeholder Management

## Salary Guide

Base salary range for 12 months (INR Lacs)

Manufacturing	3 - 5 years	5 - 10 years	10 - 15 years	15+ years
Utilities and Controls	6 - 10	14 - 30	30 - 45	45 - 65+
Maintenance Manager	8 - 14	20 - 35	30 - 45	40 - 55+
Production / Manufacturing Manager	10 - 20	20 - 40	40 - 70	75 - 100+
Quality Assurance / Control	6 - 12	12 - 26	31 - 45	50 - 65+
Quality Director	-	20 - 40	35 - 65	75 - 120+
Process Safety	5 - 15	20 - 45	45 - 70	75 - 110+
Health, Safety and Environment (HSE) Manager / Head	5 - 15	22 - 50	40 - 75	75 - 120+
Process / Operational Excellence/Business Excellence	10 - 20	30 - 50	50 - 75	60 - 120+
Plant / Site Head	-	-	45 - 80	70 - 150+
Head of Manufacturing / Operations	-	-	-	80 - 200+
Chief Operating Officer	-	-	-	100 - 300+

Engineering	3 - 5 years	5 - 10 years	10 - 15 years	15+ years
Construction Manager / Director	6 - 10	15 - 30	30 - 50	40 - 80+
Project Engineer	6 - 12	18 - 35	-	-
Project / Programme Director	-	-	40 - 65	70 - 130+
Civil / Electrical / Mechanical / Instrumentation Engineer	6 - 20	15 - 40	40 - 65	60 - 80+
Head of Department (Engineering)	-	-	40 - 70	70 - 150+
Head of Projects	-	-	-	70 - 150+
Chief Technical Officer	-	-	-	80 - 175+



# Engineering & Manufacturing

Projects / Technical Services	3 - 5 years	5 - 10 years	10 - 15 years	15+ years
Field Service Engineer / Technician	6 - 15	-	-	-
Technical Sales Engineer	6 - 15	18 - 30	-	-
Technical Sales / Application Sales Manager	-	-	30 - 60	-
Technical Head	-	-	-	60 - 130+
Service Manager / Supervisor	-	10 - 30	-	-
Project Coordination	-	20 - 35	30 - 50	50 - 80+

Research & Development (R&D)	3 - 5 years	5 - 10 years	10 - 15 years	15+ years
Application Engineer	6 - 10	14 - 35	-	-
Product Design Engineer	6 - 10	18 - 40	-	-
Test Engineer	6 - 10	12 - 22	-	-
Project Manager	-	17 - 33	32 - 70	-
Electronic / Product Architect	-	22 - 46	50 - 90	-
NPD/Scientist	-	20 - 40	50 - 70	-
Head of R&D	-	-	50 - 80	100 - 225+
Chief Technology Officer	-	-	-	100 - 180+
Chief Scientific Officer	-	-	-	100 - 180+

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# Finance & Accounting

India's finance and accounts landscape is rapidly evolving and driven by technological advancement, regulatory changes, and new business models. Digital transformation, automation, and data analytics are reshaping traditional finance functions, while technologies such as blockchain, AI, and machine learning are enhancing efficiency and accessibility.

The Chief Financial Officer's role is to transition from financial oversight to strategic leadership, guide business strategy, assess the viability of potential investments and projects, drive innovation, and lead organisational change. CFOs are now expected to combine financial expertise with technological knowledge, strategic thinking and leadership to navigate complex business environments and influence high-level decisions on capital structure, cost efficiency, sustainability and growth.

Hiring requirements for finance professionals are adapting to this evolving landscape. Organisations increasingly seek candidates with a blend of traditional financial skills and emerging capabilities, particularly in data analytics, automation and digital literacy. Soft skills, such as communication, adaptability and collaboration, have become equally vital as technical expertise, as finance professionals assume more strategic and leadership roles. As businesses continue to innovate, the demand for versatile, agile finance talent continues to grow.

## Top 5 most sought-after profiles

Finance Controller
Corporate Finance and Special Projects (IPO)
Project Finance
Financial Analyst
Business Controller

## Top 5 highest-paying jobs

Chief Financial Officer
Head of Investments and Investor Relations
M&A Head
Head of Audit and Risk
Head of Treasury and Banking

## Top 5 most sought-after skills

IPO and DRHP Filings
Financial Planning
Compliance and Internal Controls
Cost Optimisation and Automation
Indirect Taxation

## Salary Guide

### Base salary range for 12 months (INR Lacs)

General	3 - 5 years	5 - 10 years	10 - 15 years	15+ years
CFO / Finance Director 10,000 Cr+	-	-	-	175 - 800
CFO / Finance Director 1,000 Cr - 10,000 Cr	-	-	-	150 - 400
CFO / Finance Director 200 Cr - 1,000 Cr	-	-	75 - 120	85 - 200
CFO with Fund Raising / IPO	-	-	95 - 160	120 - 300
GM Finance / Financial Controller 10,000 Cr+	-	-	80 - 110	100 - 225
GM Finance / Financial Controller 1,000 Cr - 10,000 Cr	-	-	40 - 80	50 - 120
Finance Manager	18 - 32	20 - 60	28 - 65	32 - 65

  

Specialist	3 - 5 years	5 - 10 years	10 - 15 years	15+ years
Chief Investment Officer (Family Office)	25 - 35	30 - 75	65 - 100	80 - 200
FP&A / Business Controller	18 - 32	28 - 65	42 - 90	60 - 150
Financial Analyst / Business Analyst / Strategy (Tier 1 MBA)	22 - 35	25 - 60	50 - 90	75 - 200
Corporate Finance (M&A, IR, Fund Raising)	22 - 30	28 - 70	50 - 120	75 - 200
Treasury	12 - 25	15 - 45	40 - 90	50 - 200
Commercial (Sales & Supply Chain)	15 - 20	15 - 40	30 - 75	65 - 120
Manufacturing / Plant Controller	12 - 20	15 - 30	25 - 50	35 - 85
Financial Accounting / Consolidation / Statutory Reporting	12 - 20	22 - 40	35 - 70	50 - 110
Internal Audit / Controls / Risk	15 - 25	20 - 45	40 - 90	50 - 250
Tax - GST (Indirect)	12 - 20	15 - 45	38 - 60	45 - 90
Tax (Direct / International)	12 - 20	20 - 45	40 - 75	50 - 100
Mixed Tax	12 - 25	20 - 55	40 - 90	75 - 250

# Finance & Accounting

Shared Services	3 - 5 years	5 - 10 years	10 - 15 years	15+ years
Head of Finance Shared Services	-	-	50 - 100	75 - 250
Financial Accounting / Record to Report Ops	10 - 25	15 - 50	30 - 90	50 - 150
MIS / Decision Support / FP&A	10 - 25	15 - 40	30 - 75	50 - 130
Accounts Receivable / Order to Cash Ops	7 - 20	12 - 40	25 - 75	45 - 130
Accounts Payable / Procure to Pay Ops	7 - 15	12 - 35	25 - 60	40 - 120
Finance Transformation / Change Management	12 - 25	20 - 50	30 - 85	50 - 150
Transitions	10 - 18	14 - 40	30 - 65	40 - 80
Process Design / Global Process Owner	-	15 - 45	30 - 70	50 - 160
Operational Excellence / Process Excellence	10 - 20	15 - 45	30 - 80	50 - 140
Treasury Operations	10 - 25	25 - 50	50 - 80	80 - 120
Taxation COE	10 - 22	15 - 40	30 - 60	50 - 120
Service Desk / Customer Support (General)	5 - 15	10 - 25	15 - 40	40 - 100+
BPO Operations	5 - 15	10 - 25	15 - 40	40 - 100+

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# Property & Construction

The real estate talent landscape is undergoing significant transformation. Tier 1 cities are experiencing increased demand for luxury housing from HNIs, UHNIs and NRI buyers, while Tier 2 and Tier 3 cities see growth in affordable housing for middle-class consumers.

Technology-centric cities such as Bangalore, Hyderabad, and Pune continue to drive commercial real estate growth, creating demand for expertise in projects, design, engineering, and EHS functions.

New asset classes, predominantly in warehousing/logistics, data centres and co-living/student housing segments, have spurred demand for investment, asset management and strategy specialists. Organisations are particularly seeking candidates with distinguished credentials in these areas.

Active recruitment continues across land acquisition, business development, construction, liaison, facilities management and leasing/sales functions. ESG and health-related roles have gained increasing prominence in the sector.

## Top 5 most sought-after profiles

Projects/Construction
Leasing and Sales
Marketing
Investments/Strategy
Land Acquisition

## Top 5 highest-paying jobs

COO/CSO/CMO
Director/EVP/Regional Head - Projects & Construction
Leasing Director
Business Head
Head of Investments/Strategy

## Top 5 most sought-after skills

Sales and Channel
Project Management
Contracts and Liaison
Investments and Mergers and Acquisitions (M&A)
Digital and Technology

## Salary Guide

Base salary range for 12 months (INR Lacs)

Business Management	3 - 5 years	5 - 10 years	10 - 15 years	15 - 25 years	25+ years
Profit & Loss (P&L) Management	-	35 - 65	50 - 100	70 - 300	150 - 400
Sales	-	20 - 45	25 - 100	50 - 300	100 - 300
Marketing	15 - 25	15 - 40	45 - 75	60 - 150	100 - 250
BD / Land Acquisition	-	15 - 40	30 - 75	60 - 140	100 - 250
Leasing	10 - 30	20 - 45	40 - 100	60 - 120	100 - 250

### P&L & Operations

Property & Asset Management	10 - 30	25 - 50	45 - 100	80 - 225	100 - 300
Strategy	15 - 35	25 - 60	35 - 100	80 - 250	120 - 300
Executive Assistant	15 - 25	25 - 40	40 - 50	-	-
Facilities Management	15 - 25	20 - 30	35 - 50	40 - 150	60 - 180
Customer Relationship Management	15 - 25	15 - 25	25 - 50	35 - 80	45 - 200

### Technical

Architecture & Design	15 - 25	15 - 25	15 - 50	40 - 120	70 - 300
Project Management	15 - 25	15 - 35	20 - 70	50 - 150	70 - 450
Mechanical, Electrical & Plumbing	15 - 25	15 - 30	20 - 60	40 - 150	70 - 350
Structural Engineering	15 - 25	15 - 30	20 - 60	40 - 100	80 - 300
Health & Safety	15 - 25	15 - 25	12 - 60	40 - 100	40 - 200
Quantity Surveying	15 - 25	15 - 20	15 - 50	20 - 70	60 - 250
Planning & Coordination	15 - 25	15 - 30	25 - 70	30 - 100	50 - 200
Contracts Management	15 - 25	15 - 30	25 - 70	30 - 100	40 - 200



# Property & Construction

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India is rapidly emerging as a hub for private equity (PE) deal activities in the healthcare and life sciences sector, particularly in pharmaceutical services, such as CDMOs and API producers. This trend is driven by the “China + 1” strategy, which shifts supply chains away from China and establishes more USFDA-approved manufacturing plants.

Key factors include the growing capabilities of Indian firms in technology and complex products, the establishment of Global Capability Centres (GCCs) by global pharmaceutical companies for drug discovery and digital solutions, and a strategic shift towards niche super-speciality products. The biotech segment continues to attract significant healthcare investor interest, whilst Indian MedTech is establishing itself as an export powerhouse with high-quality products.

India’s healthcare landscape is poised for significant growth, driven by strong investment potential and an expanding market for pharmaceuticals and medical technologies.

## Top 5 most sought-after profiles

Business Development
Medical Affairs
Regulatory Affairs
Quality Control
Research and Development

## Top 5 highest-paying jobs

Business Director
Strategy and Business Excellence
Research and Development (R&D)

## Top 5 most sought-after skills

Application Programming Interface (API)
Pharmacovigilance
Clinical Development and Research
AI/ML
International Work Experience

## Salary Guide

Base salary range for 12 months (INR Lacs)

### Sales

Pharmaceuticals	3 - 5 years	5 - 10 years	10 - 15 years	15 - 25 years	25+ years
Sales	10 - 25	12 - 30	25 - 55	30 - 70	45 - 120
Sales (Candidates with pedigree)	15 - 25	25 - 50	40 - 90	80 - 120	100 - 300

  

Medical Devices	3 - 5 years	5 - 10 years	10 - 15 years	15 - 25 years	25+ years
Sales	8 - 15	15 - 32	30 - 60	50 - 80	70 - 130
Sales (Candidates with pedigree)	15 - 30	30 - 50	75 - 130	80 - 250	100 - 350

### Marketing

Pharmaceuticals	3 - 5 years	5 - 10 years	10 - 15 years	15 - 25 years	25+ years
Marketing	10 - 28	12 - 35	20 - 50	40 - 90	60 - 100
Marketing (Candidates with pedigree)	15 - 30	25 - 55	35 - 75	55 - 100	90 - 150
Digital Marketing	10 - 18	15 - 30	20 - 50	40 - 70	65 - 120
Market Access	20 - 30	18 - 35	30 - 60	45 - 75	70 - 120
Communications and CSR	15 - 25	20 - 45	30 - 60	50 - 70	60 - 150

  

Medical Devices / Life Sciences	3 - 5 years	5 - 10 years	10 - 15 years	15 - 25 years	25+ years
Marketing	15 - 35	30 - 60	40 - 75	50 - 100	65 - 150
Digital Marketing	15 - 18	20 - 35	30 - 50	40 - 70	50 - 100
Communications and CSR	10 - 15	10 - 25	25 - 40	40 - 65	60 - 100

# Healthcare & Life Sciences

## Healthcare Providers

Hospitals & Lab Chains	3 - 5 years	5 - 10 years	10 - 15 years	15 - 25 years	25+ years
Sales	10 - 15	15 - 30	25 - 55	45 - 85	100 - 200
Marketing	8 - 20	20 - 35	30 - 60	40 - 100	60 - 120
Operations	-	10 - 30	35 - 50	40 - 70	80 - 150

Ancillary Healthcare Companies	3 - 5 years	5 - 10 years	10 - 15 years	15 - 25 years	25+ years
Sales	15 - 25	30 - 55	50 - 80	80 - 150	85 - 250
Marketing	12 - 20	20 - 50	40 - 70	70 - 120	80 - 200
Operations	8 - 20	25 - 40	40 - 60	65 - 80	75 - 130

## Others - Techno Commercial & Technical

Pharmaceuticals / Medical Devices / Life Sciences	3 - 5 years	5 - 10 years	10 - 15 years	15 - 25 years	25+ years
Business Excellence / Strategy	20 - 50	30 - 80	40 - 90	55 - 100	90 - 220
SFE / SFA / Training	10 - 20	15 - 35	25 - 60	60 - 90	70 - 120
Medical / Regulatory Affairs	12 - 35	18 - 45	40 - 80	65 - 120	100 - 180
Government / Corporate Affairs	10 - 30	20 - 35	25 - 55	45 - 150	90 - 220

Quality & Compliance	3 - 5 years	5 - 10 years	10 - 15 years	15 - 25 years	25+ years
Corporate Quality Assurance	-	8 - 20	18 - 50	45 - 120	80 - 200
Manufacturing Quality	4 - 12	8 - 25	25 - 45	40 - 110	80 - 130
Quality Assurance and Regulatory Affairs	6 - 15	15 - 35	28 - 50	50 - 150	65 - 180
Quality Control	5 - 20	7 - 30	25 - 80	45 - 150	60 - 200

Operations	3 - 5 years	5 - 10 years	10 - 15 years	15 - 25 years	25+ years
Production	7 - 15	15 - 30	40 - 60	65 - 95	100 - 200
Engineering	-	12 - 25	30 - 50	50 - 85	90 - 130
Environment, Health and Safety (EHS)	-	20 - 30	25 - 50	55 - 75	85 - 140
Operation Excellence	-	15 - 35	25 - 50	45 - 70	65 - 85
Contract Manufacturing	-	10 - 30	30 - 55	50 - 70	75 - 130

Procurement & Supply Chain	3 - 5 years	5 - 10 years	10 - 15 years	15 - 25 years	25+ years
Direct Procurement	-	22 - 50	50 - 80	75 - 100	90 - 160
Indirect Procurement	-	20 - 40	35 - 65	65 - 90	85 - 140
Supply Chain	15 - 25	24 - 60	50 - 75	70 - 95	98 - 170
Logistics	8 - 18	17 - 30	27 - 45	42 - 70	67 - 110
Planning	9 - 22	20 - 40	35 - 65	60 - 100	95 - 150

  

Research & Development	3 - 5 years	5 - 10 years	10 - 15 years	15 - 25 years	25+ years
Clinical Operations	8 - 15	15 - 35	40 - 70	70 - 95	90 - 125
Technical R&D	8 - 16	20 - 35	30 - 60	70 - 110	100 - 160

## Looking to hire?

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# Human Resources

The human resources (HR) talent landscape is evolving rapidly, shaped by digital transformation, hybrid work models and changing workforce demographics. Key trends include an increased emphasis on employee experience, wellbeing and flexible work arrangements to attract and retain talent.

Skills in areas such as data analytics, employee engagement and digital fluency are now essential, as HR professionals are expected to leverage technology for tasks including recruitment, onboarding and talent management. The demand for DEI (Diversity, Equity and Inclusion) expertise continues to grow, reflecting a broader commitment to creating inclusive workplaces.

The competition for talent, particularly in technology and specialised roles, remains fierce, driving organisations to focus on upskilling, internal mobility and employer branding.

## Top 5 most sought-after profiles

Compensation and Benefits Head
Diversity, Equity and Inclusion Lead
Talent Management Head
HR Business Partner
Talent Acquisition Head

## Top 5 highest-paying jobs

Compensation & Benefits Head
Chief Human Resources Officer
Talent Management Head
Talent Acquisition Head
Tech HRBP

## Top 5 most sought-after skills

Compensation & Benefits
HR Analytics
HR Digitisation
Talent Management
Diversity, Equity and Inclusion



## Salary Guide

Base salary range for 12 months (INR Lacs)

### Commerce & Industry

Large & Middle-Capital Companies / Listed Organisations	3 - 5 years	5 - 10 years	10 - 15 years	15+ years
Head of Human Resources (Large Companies)	-	-	90 - 130	120 - 300
Head of Human Resources (Small & Medium-Sized Companies)	-	35 - 60	65 - 95	80 - 200
HR Generalist / Business Partner	-	25 - 55	45 - 85	60 - 120
Learning & Development	-	20 - 40	40 - 60	60 - 120
Compensation & Benefits	-	35 - 65	55 - 90	80 - 150
Talent Acquisition	-	30 - 50	50 - 75	65 - 120
Talent Management / Organisational Development	-	35 - 60	50 - 85	65 - 120
Industrial Relations	-	25 - 45	40 - 70	60 - 120
HR Operations / Payroll / HRIS	-	20 - 40	35 - 60	50 - 90
HR Consulting	-	30 - 65	50 - 90	70 - 150

  

Small-Capital Companies / Non-Listed Organisations	3 - 5 years	5 - 10 years	10 - 15 years	15+ years
Head of Human Resources (Large Companies)	-	-	50 - 80	60 - 150
Head of Human Resources (Small & Medium-Sized Companies)	-	25 - 45	35 - 65	50 - 100
HR Generalist / Business Partner	-	20 - 40	30 - 55	45 - 80
Learning & Development	-	20 - 35	30 - 45	40 - 70
Compensation & Benefits	-	25 - 45	35 - 60	55 - 90
Talent Acquisition	-	20 - 40	30 - 50	40 - 70
Talent Management / Organisational Development	-	25 - 40	35 - 60	50 - 85
Industrial Relations	-	20 - 35	30 - 45	40 - 65
HR Operations / Payroll / HRIS	-	18 - 35	30 - 50	45 - 70
HR Consulting	-	25 - 45	35 - 50	50 - 80

# Human Resources

## Banking & Financial Services

Large & Middle-Capital Companies / Listed Organisations	3 - 5 years	5 - 10 years	10 - 15 years	15+ years
Head of Human Resources (Large Companies)	-	-	-	150 - 350
Head of Human Resources (Small & Medium-Sized Companies)	-	-	55 - 70	70 - 120
HR Generalist / Business Partner	-	25 - 40	40 - 60	60 - 100
Learning & Development	-	25 - 35	35 - 45	45 - 80
Compensation & Benefits	-	30 - 50	45 - 75	60 - 120
Employee Relations	-	25 - 45	45 - 80	80 - 110
Talent Acquisition	-	20 - 30	35 - 55	50 - 115
HR Operations / Payroll / HRIS	-	18 - 25	30 - 40	45 - 70

  

Small-Capital Companies / Non-Listed Organisations	3 - 5 years	5 - 10 years	10 - 15 years	15+ years
Head of Human Resources (Large Companies)	-	-	-	60 - 100
Head of Human Resources (Small & Medium-Sized Companies)	-	-	30 - 50	50 - 75
HR Generalist / Business Partner	-	20 - 25	25 - 40	50 - 75
Learning & Development	-	16 - 25	25 - 40	40 - 60
Compensation & Benefits	-	20 - 30	30 - 45	55 - 110
Talent Acquisition	-	15 - 25	25 - 40	40 - 70
HR Operations / Payroll / HRIS	-	15 - 20	20 - 30	30 - 50
HR Consulting	-	25 - 35	35 - 50	50 - 75

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Companies continue to invest in their legal functions and expand team sizes, particularly within domestic organisations. Multinational corporations experience hiring stagnation and restructuring, leading to increased demand for secondment and interim appointments.

Large organisations are establishing global legal Centres of Excellence in India, particularly within the Pharmaceutical, Automotive, Manufacturing and Financial Services sectors. These centres, predominantly located in Pune, Noida, Bangalore and Hyderabad, show strong demand for expertise in Employment Law, Intellectual Property Rights and General Contracting.

SME recruitment has maintained momentum across Employment Law, Data Privacy, Financial Services Regulation, Mergers & Acquisitions, Property Law, Litigation and Ethics.

The demand for dual-qualified Indian lawyers in foreign jurisdictions has reached unprecedented levels, with more than 50 such appointments across both foreign law firms' India desks and Indian firms' overseas operations.

## Top 5 most sought-after profiles

Energy and Infra Lawyers
IPO and Listed CS
AIF Lawyers and CS
Transaction lawyers
Land Legal

## Top 5 highest-paying jobs

Private Equity Legal Head
Renewable GCs
Conglomerate GC
Group CS

## Top 5 most sought-after skills

Commercial Legal
M&A
Data Privacy
Compliance
Listed CS

## Salary Guide

### Base salary range for 12 months (INR Lacs)

Lawyer - In-house *, **	3 - 5 years	5 - 10 years	10 - 15 years	15+ years
Lawyer - Emerging Tech (Consumer Tech & Fintech)	15 - 40	30 - 80	75 - 150	120+
Lawyer - Financial Services - Front Office (IB, PE, VC, Structured Debt, AIF)	30 - 50	50 - 140	90 - 200	175+
Lawyer - Financial Services - Others	15 - 35	30 - 70	60 - 120	80+
Lawyer - Manufacturing (B2B)	15 - 30	30 - 75	50 - 120	90+
Lawyer - Manufacturing (B2C & Pharma)	15 - 35	30 - 75	65 - 120	100+
Lawyer - Energy, Infrastructure & Renewables	15 - 45	40 - 80	65 - 150	100+
Lawyer - Real Estate & Warehousing (Land & DD)	8 - 20	20 - 50	40 - 70	65+
Lawyer - Real Estate & Warehousing (Commercial & Transaction)	15 - 30	35 - 80	65 - 125	125+
Lawyer - IT / ITeS and Shared Services	7 - 18	15 - 30	35 - 60	65+
Lawyer - Others	7 - 15	18 - 40	30 - 70	70+

\*Candidates from top-tier law schools or with previous law firm experience may command a premium of 10-40%. The above figures are based on the base salary model.

\*\*Base salary figures shown exclude equity compensation (ESOPs), Long-Term Incentives (LTI), and Carried Interest

Lawyer - Private Practice	Associate 0 - 4 years	Senior Associate 4 - 7 years	Principal Associate / Counsel 6 - 9 years	Partner 9+ years
Lawyer - Private Practice (Tier 1)	16 - 32	32 - 58	50 - 80	85+
Lawyer - Private Practice (Tier 2)	12 - 25	25 - 35	38 - 60	60
Lawyer - Private Practice (Tier 3)	12 - 20	22 - 32	35 - 50	50

Company Secretaries (In-house)	3 - 5 years	5 - 10 years	10 - 15 years	15+ years
Company Secretary (Listed)	12 - 25	20 - 50	40 - 70	70+
Company Secretary (Unlisted)	5 - 12	15 - 30	28 - 50	45+
(IPO experience will have a premium of 15-30%)				

Compliance	3 - 5 years	5 - 10 years	10 - 15 years	15+ years
Ethics and Investigation Counsel	12 - 30	25 - 50	40 - 80	80+
Statutory and Regulatory Compliance	15 - 25	22 - 45	40 - 70	60+

General Counsel / Head Legal ^	Small Sized	Mid Sized	Large Sized
Consumer and Pharma	100 - 150	150 - 200	175+
Heavy Engineering and Manufacturing	75 - 120	100 - 175	175+
Infra, Renewables	75 - 120	120 - 150	175+
Services	60 - 100	80 - 150	150+
Emerging Tech	60 - 100	80 - 150	150+

^ ESOPs/RSU/LTI are as per company policies and are not included

Legal Secondment - for Corporate Clients (Paid Retainer Fee)	2-5 years	5-7 years	7-9 years	9-12 years
1-2 years of law-firm experience & 1-2 years in-house experience	10 - 20	20 - 24	24 - 28	28 - 35

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# Procurement & Supply Chain

The procurement and supply chain talent landscape in India is evolving rapidly, and is influenced by technological, market, and geopolitical factors.

**Technological Impact:** Companies are accelerating the digitalisation of their supply chains, creating significant demand for professionals skilled in advanced supply chain management and digital procurement tools.

**Market Dynamics:** As organisations embrace sustainability initiatives, candidates with experience in sustainable supply chain and procurement practices are increasingly sought after, commanding premium compensation in the market.

**Geopolitical Influence:** Global multinational corporations are actively diversifying their vendor bases, with India emerging as a promising beneficiary. This shift has heightened the demand for global sourcing and procurement professionals.

## Top 5 most sought-after profiles

Sales and Operations Planning (S&OP) Professionals
Strategic Sourcing Professionals
Procurement and Contract Professionals
Multi Modal Logistics Professionals
Supply Chain Analytics and Digitisation

## Top 5 highest-paying jobs

Head of Supply Chain
Head of Integrated Business Planning
Chief Operations Officer
Head of Strategic Sourcing
Head of Commercial

## Top 5 most sought-after skills

Digital Transformation
Network Planning
Strategic Sourcing
Zero-based Costing
Brownfield/Greenfield Warehousing Setup



## Salary Guide

### Base salary range for 12 months (INR Lacs)

FMCG / Retail & E-commerce / Logistics & Shipping / Top Business Graduates	3 - 5 years	5 - 10 years	10 - 15 years	15+ years
Procurement	18 - 35	40 - 65	70 - 100	100 - 175+
Logistics (includes Transportation and Warehousing)	18 - 30	30 - 50	60 - 80	80 - 120+
Supply Chain	18 - 32	30 - 70	50 - 100	80 - 200+
Strategic Sourcing	18 - 35	40 - 70	65 - 100	90 - 150+
Planning	18 - 35	30 - 70	50 - 100	80 - 120+
Sustainability	15 - 30	35 - 60	60 - 90	-

  

Non-Business School Graduates	3 - 5 years	5 - 10 years	10 - 15 years	15+ years
Procurement	8 - 15	15 - 40	32 - 60	50 - 150
Logistics (includes Transportation and Warehousing)	8 - 15	15 - 35	26 - 50	45 - 110
Supply Chain	8 - 15	15 - 35	30 - 60	50 - 150
Sourcing	8 - 15	15 - 35	26 - 50	45 - 100
Planning	8 - 15	15 - 35	26 - 50	55 - 105
Sustainability	8 - 22	22 - 35	36 - 60	-

  

Captives / Shared Services	3 - 5 years	5 - 10 years	10 - 15 years	15+ years
Procurement Manager	16 - 20	20 - 40	30 - 50	40 - 60
Customer Service	-	20 - 40	30 - 50	60 - 80
Back-end Operations	-	20 - 40	30 - 50	60 - 80
Vendor / Supplier Relationship Manager	16 - 20	20 - 40	30 - 50	40 - 60
Strategic Sourcing Leader / Manager	16 - 20	20 - 40	30 - 50	40 - 60
Category / Commodity Manager	16 - 20	20 - 40	30 - 50	40 - 60
GM / Head of Procurement	-	-	50 - 70	60 - 100
CPO / Director P2P	-	-	50 - 70	60 - 100

# Procurement & Supply Chain

Industrial B2B Practices	3 - 5 years	5 - 10 years	10 - 15 years	15+ years
Supply Chain	-	-	60 - 90	90 - 200+
Commercial Head	-	-	-	80 - 150+
Procurement	14 - 30	18 - 40	45 - 90	80 - 150+
Logistics (includes Transportation and Warehousing)	14 - 25	20 - 40	40 - 75	75 - 150+
Sourcing	14 - 30	20 - 45	35 - 75	75 - 120
Supplier Quality	10 - 15	15 - 35	40 - 60	65 - 90+
Sustainability	15 - 30	35 - 60	60 - 90	-
Planning	8 - 15	15 - 35	40 - 60	75 - 120+
Supply Chain Excellence	15 - 30	25 - 50	50 - 75	80 - 120+

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# Sales & Marketing

Consumer and industrial companies are undergoing extensive transformation as route-to-market strategies and consumer preferences shift significantly.

While the Indian market demonstrates strong premiumisation trends, profitability has emerged as the primary focus for both multinational and domestic organisations, impacting P&L structures and talent requirements.

Chief Marketing Officers now focus on ROI-driven marketing, leveraging tech like analytics and performance marketing to impact revenue.

Sales functions are becoming increasingly strategic rather than tactical. Consumer companies anticipate the next growth phase through rural channel development, requiring deeper market penetration.

Commercial leadership roles now demand expertise in channel development, digital transformation and shopper marketing. In the Industrial industry, particularly across Real Estate and Renewable Energy sectors, organisations and sectors are expanding sales and marketing teams, emphasising digital capabilities. Even traditional B2B firms now use online channels to drive sales, driving demand for digital marketing expertise.

## Top 5 most sought-after profiles

Chief of Staff
Head of Business Development
Head of E-commerce
Head of Digital

## Top 5 highest-paying jobs

Sales Director
C-suite roles
Marketing Director
Business Transformation/Commercial Excellence Head
E-commerce Director

## Top 5 most sought-after skills

Sales and Specification
New Energy
Digital Marketing
Channel Management
Growth Marketing

## Salary Guide

Base salary range for 12 months (INR Lacs)

### Consumer Goods (FMCG)

Candidates with Pedigree i.e. Top 20 B Schools	3 - 5 years	5 - 10 years	10 - 15 years	15 - 22 years	22+ years
Sales / Channel Management	25 - 32	30 - 85	70 - 130	100 - 200	120 - 300
E-commerce	25 - 36	35 - 90	90 - 120	-	-
Brand / Category Management	25 - 32	30 - 85	70 - 130	100 - 200	120 - 300
Digital Marketing	25 - 38	30 - 60	70 - 140	-	-
Communications / PR / CSR	20 - 30	25 - 50	40 - 70	60 - 120	70 - 180

Pharmaceuticals	3 - 5 years	5 - 10 years	10 - 15 years	15+ years
Sales (Candidates with pedigree)	8 - 20	18 - 40	25 - 75	60 - 120
Marketing (Candidates with pedigree)	8 - 20	18 - 40	25 - 60	50 - 100
Sales	5 - 12	10 - 20	15 - 30	25 - 75
Marketing	5 - 10	8 - 15	15 - 25	20 - 60
Regulatory Affairs / QA / RA	5 - 12	10 - 22	22 - 40	35 - 50
Communications & CSR	6 - 15	12 - 28	25 - 45	30 - 60
Medical Affairs	8 - 18	12 - 40	30 - 60	50 - 120

Medical Devices	3 - 5 years	5 - 10 years	10 - 15 years	15+ years
Sales (Candidates with pedigree)	12 - 25	18 - 40	35 - 60	50 - 150
Marketing (Candidates with pedigree)	12 - 25	30 - 45	45 - 60	60 - 95
Sales	8 - 20	12 - 30	25 - 60	50 - 150
Marketing	12 - 22	22 - 34	35 - 45	45 - 85
Regulatory Affairs / QA / RA	10 - 15	12 - 22	22 - 40	35 - 50
Clinical / Application / Product Specialist / Service	6 - 10	8 - 20	15 - 30	25 - 60

FMCD	3 - 5 years	5 - 10 years	10 - 15 years	15 - 22 years	22+ years
Candidates with Pedigree i.e. Top 20 B Schools	18 - 28	30 - 70	55 - 85	80 - 180	120 - 220
Sales / Channel Management	10 - 24	20 - 50	30 - 80	60 - 120	70 - 180
E-commerce	16 - 24	30 - 60	50 - 100	-	-
Brand / Category Management	18 - 28	20 - 50	40 - 80	70 - 120	-
Digital Marketing	16 - 24	30 - 60	50 - 100	-	-

Retail	3 - 5 years	5 - 10 years	10 - 15 years	15 - 22 years	22+ years
Sales / Operations	12 - 24	20 - 50	30 - 80	60 - 140	100 - 150
E-commerce	16 - 24	30 - 60	50 - 100	-	-
Category Management	18 - 28	20 - 50	40 - 80	70 - 120	-
Digital Marketing	16 - 24	30 - 60	50 - 100	-	-

D2C	3 - 5 years	5 - 10 years	10 - 15 years	15+ years
Sales / Channel Management	12 - 30	25 - 70	60 - 120	80 - 180
E-commerce	12 - 30	30 - 70	60 - 120	80 - 180
Brand / Category Management	15 - 30	25 - 60	70 - 120	80 - 180
Digital Marketing	12 - 30	25 - 70	40 - 120	-

## Industrial

Building Materials & Technologies	3 - 5 years	5 - 10 years	10 - 15 years	15 - 22 years	22+ years
Sales / Channel Management	10 - 20	15 - 30	20 - 50	30 - 120	50 - 100
Key Accounts / Institutional Sales	8 - 18	15 - 30	30 - 90	40 - 100	40 - 90
Pre-Sales / Specifications	5 - 12	8 - 25	20 - 40	30 - 50	30 - 50
Product / Brand / Marketing	8 - 15	12 - 25	20 - 40	30 - 55	30 - 60

Engineering Goods	3 - 5 years	5 - 10 years	10 - 15 years	15 - 22 years	22+ years
Sales (Candidates with pedigree)	10 - 25	15 - 40	25 - 80	50 - 120	50 - 130
Sales (Others)	7 - 20	10 - 25	20 - 50	30 - 80	40 - 100
Product Management / Marketing	6 - 15	10 - 35	18 - 50	25 - 70	35 - 80
Marketing Communications / PR / Corporate Affairs	5 - 15	8 - 25	15 - 45	30 - 60	30 - 70

  

Chemicals	3 - 5 years	5 - 10 years	10 - 15 years	15 - 22 years	22+ years
Sales (Candidates with pedigree) /Business Development	12 - 20	15 - 35	25 - 60	40 - 150	40 - 150
Sales/ Key Account	6 - 15	10 - 25	20 - 50	40 - 100	40 - 120
Brand / Product Management	10 - 15	15 - 30	15 - 40	30 - 75	30 - 75
Marketing Communications / PR / Corporate Affairs	4 - 8	8 - 28	20 - 45	30 - 70	40 - 80

  

Industrial Automation	3 - 5 years	5 - 10 years	10 - 15 years	15 - 22 years	22+ years
Sales (Candidates with pedigree)	10 - 25	15 - 40	25 - 80	50 - 120	50 - 130
Sales (Others)	7 - 20	10 - 25	20 - 50	30 - 75	40 - 100
Product Management / Marketing	6 - 15	10 - 35	20 - 50	35 - 70	35 - 80
Marketing Communications / PR / Corporate Affairs	5 - 15	8 - 25	15 - 45	25 - 60	30 - 70

  

Logistics	3 - 5 years	5 - 10 years	10 - 15 years	15 - 22 years	22+ years
Sales (Candidates with pedigree)	10 - 30	15 - 45	30 - 80	50 - 120	50 - 150
Sales (Others)	7 - 20	10 - 30	20 - 50	40 - 80	50 - 100
Product Management / Marketing	6 - 20	10 - 35	18 - 60	40 - 80	45 - 110
Marketing Communications / PR / Corporate Affairs	5 - 15	10 - 30	15 - 45	30 - 70	35 - 75

  

Energy	3 - 5 years	5 - 10 years	10 - 15 years	15 - 22 years	22+ years
Sales (Candidates with pedigree)	10 - 30	15 - 45	30 - 80	50 - 120	50 - 150
Sales (Others)	7 - 20	10 - 30	20 - 50	40 - 80	40 - 100
Product Management / Marketing	6 - 20	10 - 35	18 - 50	35 - 75	40 - 85
Marketing Communications / PR / Corporate Affairs	5 - 15	10 - 30	15 - 45	30 - 70	35 - 75

## Technology

Consumer Tech	3 - 5 years	5 - 10 years	10 - 15 years	15 - 22 years	22+ years
Digital Sales / Media Sales / Partnerships	14 - 20	20 - 35	40 - 75	65 - 100	100 - 200
Brand Marketing	20 - 40	35 - 60	50 - 100	80 - 150	120 - 180
Growth / Performance Marketing / CGO	15 - 35	35 - 80	80 - 120	120 - 160	160 - 200
Marketing (Digital & Offline) / CMO	20 - 35	30 - 80	60 - 120	80 - 180	100 - 200
Category Management	15 - 35	30 - 65	60 - 100	90 - 150	100 - 180
Strategy / CSO	25 - 40	40 - 85	85 - 120	100 - 180	100 - 200
SEO / SEM / Social Media	8 - 15	15 - 35	35 - 65	65 - 90	80 - 120
Creative (Copy / Art)	8 - 15	15 - 35	35 - 75	60 - 100	80 - 120

Tech Sales - Enterprise Software / SaaS	3 - 5 years	5 - 10 years	10 - 15 years	15 - 22 years	22+ years
Inside Sales	8 - 30	15 - 60	40 - 100	60 - 100	90 - 120
Field Sales	10 - 30	18 - 60	30 - 100	60 - 150	60 - 200
Customer Success	8 - 18	12 - 40	30 - 70	55 - 90	70 - 100
Marketing Manager / VP Marketing / CMO	6 - 25	12 - 30	35 - 70	50 - 100	80 - 140
Channels / Alliances	8 - 18	15 - 45	30 - 80	60 - 100	70 - 120

Tech Sales - IT Services	3 - 5 years	5 - 10 years	10 - 15 years	15 - 22 years	22+ years
Pre-Sales Manager / Head	8 - 25	12 - 35	30 - 60	40 - 80	50 - 100
Field Sales	12 - 25	25 - 45	35 - 80	50 - 100	60 - 150
Marketing Manager / VP Marketing / CMO	6 - 20	15 - 45	30 - 70	40 - 90	50 - 100
Channels / Alliances	8 - 18	15 - 45	30 - 80	60 - 100	70 - 120

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# Technology

India's tech outlook remains strong, driven by rapid digital transformation, a vibrant startup ecosystem, and rapid GCC growth. Technology is now central to business operations across traditional industries, enabling innovation and optimising models, shifting from a support function to a core business driver.

Industry 4.0, AI/ML, and telemedicine drive smarter production, better decision-making, and technological innovations in healthcare, such as telemedicine and AI-powered diagnostics. Retail embraces data-led e-commerce, while supply chains adopt digital tools for efficiency and visibility.

Demand rises for tech professionals skilled in AI/ML, cloud computing, full-stack development, and cybersecurity. IoT, 5G, and quantum computing also gain traction, creating opportunities across sectors.

## Top 5 most sought-after profiles

Machine Learning Engineer
Cybersecurity Specialist
Architects (Enterprise, Data & Cloud)
Web 3 Developers
Women Engineering Leaders

## Top 5 highest-paying jobs

AI
CISO
CTO
Chief Architect
CIO

## Top 5 most sought-after skills

AI/ML Algorithms
Cloud Computing Expertise
Design & Architecture
Cybersecurity and Infosec
DevOps

## Salary Guide

Base salary range for 12 months (INR Lacs)

### GCC / SSC

Mid- to Large-Sized Captive Centres	5 - 10 years	10 - 15 years	15 - 20 years	20+ years
India Site Head / MD	-	-	250 - 300	300 - 500
Infrastructure / Cloud / Digital Workplace	35 - 55	55 - 80	80 - 125	125 - 200
Application / ERP	30 - 50	50 - 75	75 - 100	100 - 200
Data Security / Information Security / Cyber Security	35 - 50	50 - 75	75 - 120	120 - 225
Service Delivery / IT Operations / PMO	25 - 45	45 - 80	80 - 120	120 - 150

### Corporate IT

MNC, Domestic Companies, Small-Sized Captive Centres	5 - 10 years	10 - 15 years	15+ years
India Site Head / MD	-	-	125 - 300
CIO / IT Director	-	70 - 100	100 - 300
Infrastructure / Cloud / Data Centre	35 - 55	55 - 75	75 - 100
Application / ERP	30 - 50	50 - 70	70 - 90
CISO / Information Security / Cyber Security	35 - 50	50 - 80	80 - 120
Service Delivery / IT Operations / Project Management	25 - 45	45 - 70	70 - 100

### Development, Design & Architecture

Product, E-commerce, Internet & Fintech	4 - 10 years	10 - 15 years	15+ years
CTO / Head of Engineering	30 - 90	60 - 150	100 - 300
Design & Architecture	30 - 80	60 - 90	90 - 180
Software Development	30 - 60	40 - 80	80 - 120
DevOps Engineering	25 - 55	40 - 100	80 - 150
Quality Assurance	25 - 45	45 - 70	75 - 110
Product Management	35 - 80	80 - 150	140 - 230
Head of Tech Support	20 - 50	40 - 80	70 - 120

## IT Services

Mid- to Large-Sized ITes companies	5 - 10 years	10 - 15 years	15 - 20 years	20+ years
CIO / IT Director	-	-	80 - 120	120 - 180
Digital Transformation	-	40 - 55	55 - 85	85 - 110
Architecture	30 - 40	40 - 55	55 - 70	70 - 90
Applications / ERP	20 - 35	35 - 45	45 - 70	75 - 100
Infrastructure / Cloud / Data Center	25 - 35	35 - 55	55 - 75	75 - 110
CISO / Information Security / Cyber Security	35 - 45	45 - 60	60 - 85	85 - 120
Service Delivery / IT Operations / Project Management	25 - 45	35 - 55	55 - 75	75 - 120

## Digital & Analytics

Early-Stage Startups, Product, Internet / Tech & Fintech	3 - 6 years	6 - 10 years	10 - 15 years	15+ years
Business Intelligence & Analytics	30 - 50	50 - 70	70 - 90	90 - 120
Risk & Fraud Analytics	25 - 50	50 - 80	75 - 125	120 - 175
Big Data / Data Engineering / Data Architecture	30 - 45	45 - 65	70 - 90	90 - 150
Data Science / Traditional Machine Learning	30 - 45	45 - 60	60 - 120	120 - 180
New Age Machine Learning / Artificial Intelligence	35 - 50	50 - 80	80 - 150	150 - 250

MNC Banks, Domestic Financial Institutions, Third-Party Consulting Firms, Management Consulting & GCCs	3 - 6 years	6 - 10 years	10 - 15 years	15+ years
Business Intelligence & Analytics	20 - 35	35 - 50	55 - 75	75 - 100
Risk & Fraud Analytics	20 - 40	40 - 65	65 - 100	95 - 140
Big Data / Data Engineering	25 - 35	35 - 55	55 - 85	85 - 110
Data Science / Traditional Machine Learning	25 - 40	40 - 75	75 - 110	110 - 160
New Age Machine Learning / Artificial Intelligence	30 - 55	55 - 85	85 - 120	120 - 180

## Looking to hire?

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## Are you open to new career opportunities?

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Search for your dream job

# Contracting

The temporary staffing and contingent workforce are set for significant growth in India's job market, driven by cost-time benefits, work-life balance considerations, and access to hiring specialised talent without geographical constraints.

Technological advancements, particularly in artificial intelligence and automation, may lead to workforce transitions, creating opportunities for contingent workers to bridge emerging skills gaps. The current macroeconomic environment and ongoing economic uncertainty encourage businesses to adopt more flexible workforce strategies.

The growing preference for flexible work arrangements among professionals makes temporary staffing appealing for employers and employees, addressing skill shortages while enabling swift, efficient hiring for crucial roles.

## Top 5 most sought-after profiles

Data engineers
Full stack Developers
AI/ML
DevOps Engineers
Cloud Engineers

## Top 5 highest-paying jobs

DevOps
AI specialist
Cybersecurity Consultant
Full stack developer
Data engineers

## Top 5 most sought-after skills

AI
Python
Kubernetes
Cybersecurity
GCP

## Salary Guide

Base salary range for 12 months (INR Lacs)

### GCC / SSC

Mid- to Large-Sized Captive Centres	1 - 3 years	3 - 5 years	5 - 7 years	7+ years
Application Developer	6 - 12	10 - 21	22 - 28	29 - 35
Data Science / Data Engineer	7 - 15	15 - 24	25 - 36	37 - 45
Front-end Developer	5 - 12	12 - 25	25 - 34	35 - 47
Back-end Developer	5 - 11	11 - 24	24 - 32	32 - 45
Solution Architect	7 - 15	15 - 26	26 - 37	37 - 52
Cloud Engineer / Cloud Developer	6 - 10	10 - 22	23 - 34	35 - 48
AI / ML	8 - 15	15 - 24	24 - 34	35 - 48
Enterprise Architect	6 - 10	11 - 24	25 - 36	38 - 47
Cybersecurity Engineer	5 - 10	11 - 24	25 - 35	36 - 47

### Corporate IT Centres

MNC, Domestic & Product Companies, Small-Sized Captive Centres	1 - 3 years	3 - 5 years	5 - 7 years	7+ years
Application Developer	5 - 11	10 - 20	20 - 25	26 - 35
Data Science / Data Engineer	7 - 15	15 - 24	25 - 36	37 - 45
Front-end Developer	5 - 12	12 - 25	25 - 34	35 - 47
Back-end Developer	5 - 11	11 - 24	24 - 32	32 - 45
Solution Architect	7 - 15	15 - 26	26 - 37	37 - 52
Cloud Engineer / Cloud Developer	6 - 10	10 - 22	23 - 34	35 - 48
AI/ML	8 - 15	15 - 24	24 - 34	35 - 48
Enterprise Architect	6 - 10	11 - 24	25 - 36	38 - 47
Cybersecurity Engineer	5 - 10	11 - 24	25 - 35	36 - 47

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