

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	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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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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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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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

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

Healthcare & Life Sciences

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

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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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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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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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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

Sales & Marketing

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

Sales & Marketing

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

Sales & Marketing

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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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

Technology

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

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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