

• EDITION 2026

BinQle Salary Guide 2026

India Salary & Talent Market Insights 2026

15

SECTORS BENCHMARKED

5

EXPERIENCE BANDS

239

ROLES BENCHMARKED

Survey data compiled by BinQle. See methodology.

Talent intelligence & workforce solutions

**2015**

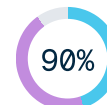
FOUNDED

**50+**

CUSTOMERS

**500+**

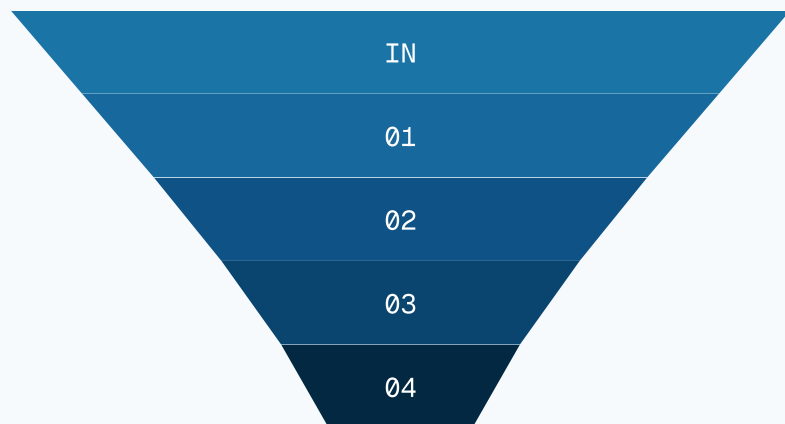
SPECIALISTS

**90%**

OFFER-TO-JOIN

HOW A SHORTLIST IS BUILT

Every stage narrows the pool



Sourced

CV Screening

Behavioural Assessment

Technical Screening

Video Report

FIVE CORE SERVICES

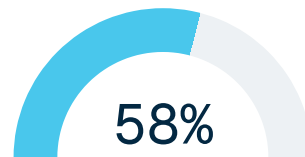
**Contract-to-Hire****Permanent Hire****Volume & Ramp-Up****AI Sourcing & Screening****RPO**

India's Talent Market in 2026

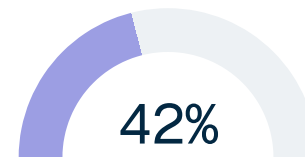
Six signals define the year: confident pay expectations, high mobility, flexibility as standard, AI inside the funnel, persistent skill scarcity, and development as the retention lever.

- Survey window: October–November 2025
- Employees, recruiters and hiring managers
- All major Indian cities and regions
- Income bands ₹12.3L and below to ₹1.06Cr+

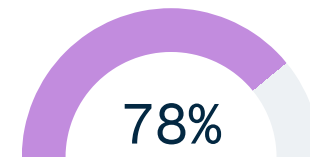
Source: published salary benchmarks and workforce surveys, compiled by BinQle



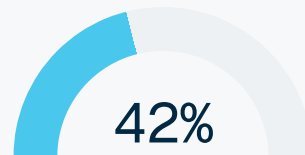
expect a salary rise
above 10%



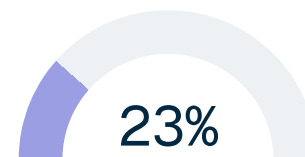
are actively looking for
a new role



of organisations offer
flexible working



see AI as a growth
enabler



rank personalised
development first for
retention

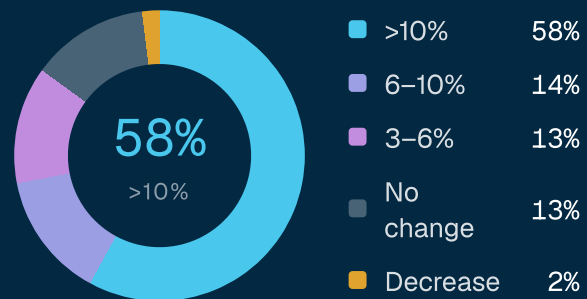
SKILL PREMIUM

20–40%

uplift for niche skills —
AI and machine
learning, cloud,
cybersecurity

The 2026 market, in numbers

SALARY CHANGE EXPECTED, NEXT 12 MONTHS



TALENT MOBILITY

Actively looking 42%

Open, not searching 47%

AI IN THE WORKPLACE

42%

growth enabler

65%+

bias concerns

WORK ARRANGEMENTS

43%

Hybrid

35%

Remote

22%

In office

TOP RETENTION DRIVERS

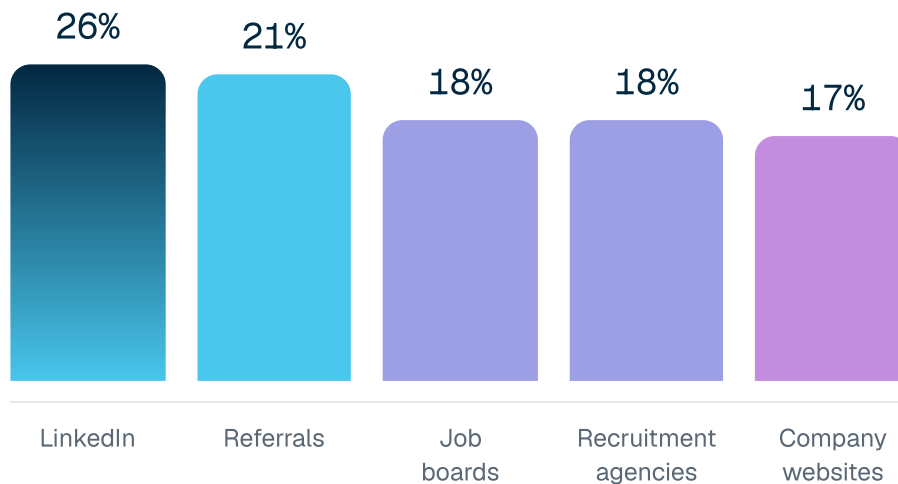
Work-life balance 25%

Professional development 23%

Brand reputation 16%

The talent market is moving faster

PREFERRED JOB-SEARCH CHANNELS



64%

cite digitisation

61%

offer flexible work

42%

flag AI as a trend

TOP RECRUITMENT CHALLENGES REPORTED BY EMPLOYERS

01 Shortage of skilled professionals in niche areas

02 High salary expectations for specialised roles

03 Retention difficulty from rising job mobility

04 Difficulty recruiting management-level candidates

STRONG GROWTH

IT · BFSI · E-commerce · Manufacturing · Healthcare

MODERATE

Consulting · FMCG · Engineering

EMERGING

ESG · Digital transformation · Cloud · Renewables

Contract & gig

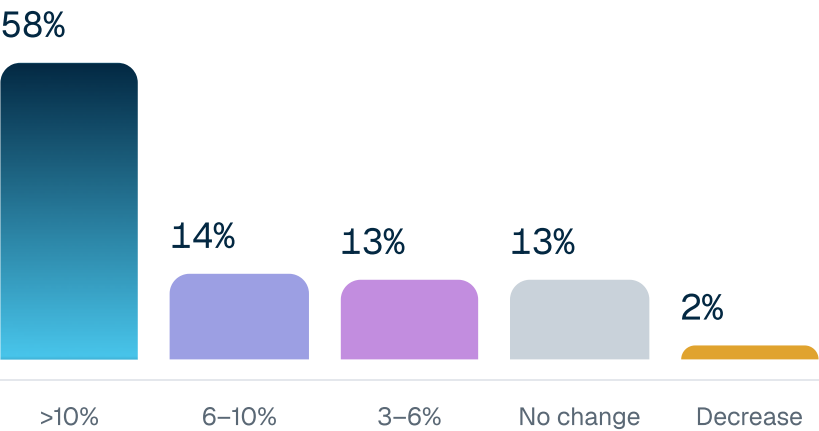
Rising reliance on contract and temporary staffing for flexibility and skill gaps

Overseas mobility

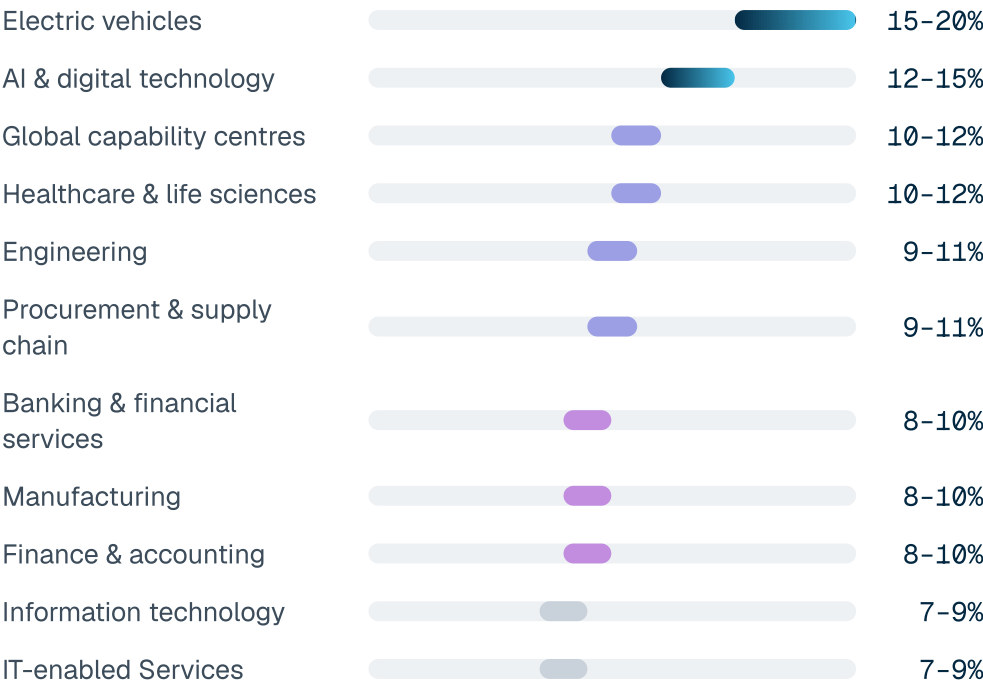
Growing interest in international roles, especially among younger professionals

Where salaries are moving

SALARY CHANGE EXPECTED, NEXT 12 MONTHS



INDICATIVE SALARY INCREASE RANGES BY SECTOR % increase · 0 to 20



FMCG, consulting, legal, sales & marketing sit at 8-10%; human resources at 7-9%. Bars show each sector's minimum to maximum estimated appraisal.

20-40%

niche skill premium

10-20%

metro over Tier 2/3

15-25%

large enterprise over SME

WHY PAY MOVED LAST YEAR

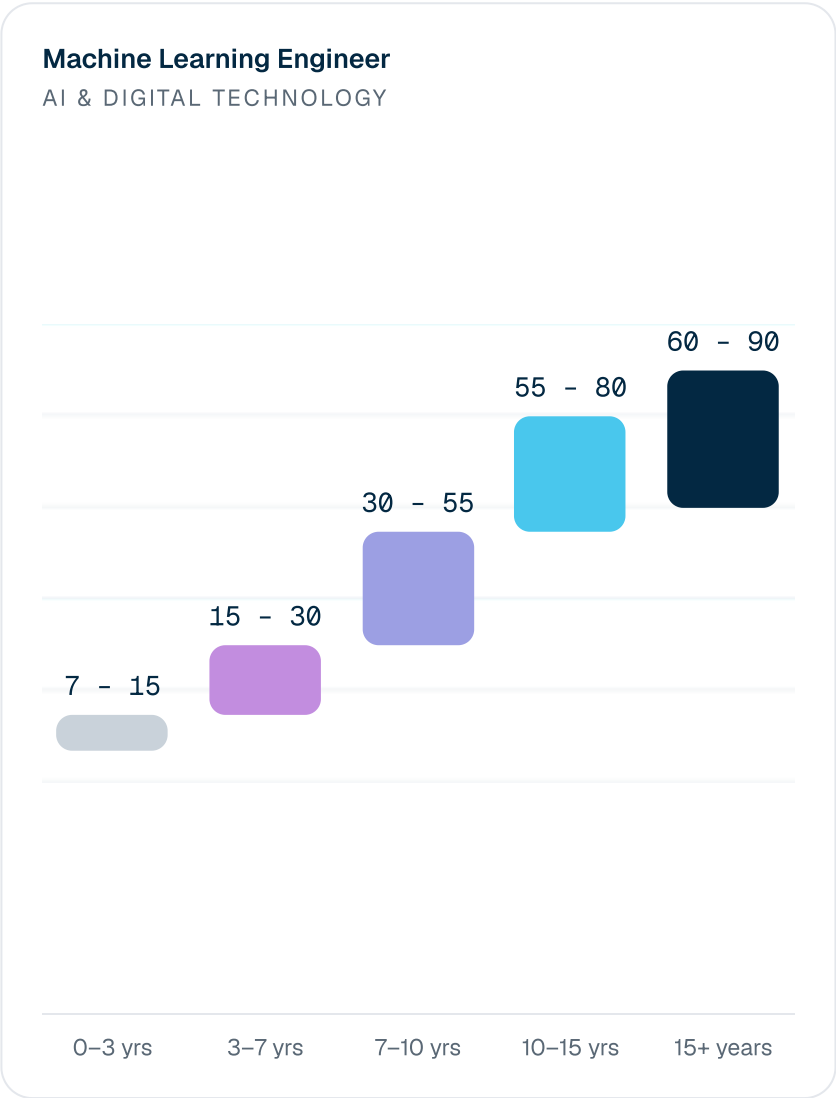
Annual appraisal

Promotion or role change

Company performance bonus

Market adjustment to retain

How experience shapes compensation



₹ lakh per annum, indicative gross CTC · each block spans minimum to maximum

REPRESENTATIVE ROLE	0-3	3-7	7-10	10-15	15+
Software Engineer IT	6-12	12-25	25-40	30-50	45-60
Financial Controller Finance & Accounting	10-20	20-35	35-55	55-80	65-100
Talent Acquisition Manager HR	8-16	16-30	30-45	45-65	55-85
Mechanical Engineer Manufacturing	4-8	8-16	16-25	25-35	35-55

LOWER HIGHER BAND CEILING

- +20-40%

niche skills, same experience band
- +10-25%

metro location and large employers

Salaries across sectors

01 Banking & Financial Services

02 IT-enabled Services (ITES)

03 Information Technology

04 AI & Digital Technology

05 Global Capability Centres

06 Engineering

07 Manufacturing

08 Healthcare & Life Sciences

09 FMCG & Consumer Durables

10 Consulting

11 Finance & Accounting

12 Sales & Marketing

13 Human Resources

14 Procurement & Supply Chain

15 Legal, Company Secretarial & Compliance

Salary figures on the following pages are indicative annual gross CTC ranges in ₹ lakh for roles in India, and may vary with location, company size, role scope, skills, experience, industry, employer type and candidate profile. Variable pay, incentives and equity may be treated differently across sources. Each page shows a selected subset of benchmarked roles; “Top of ranges shown” is the highest maximum appearing on that page. A dash (—) means the role is not benchmarked in that band; no value has been estimated in its place. One lakh (L) = 100,000, so ₹15L is ₹1,500,000 per annum. Salary progression may vary by role scope, specialisation, company size, geography, employer type and data availability. Salary bands should not be interpreted as automatic progression by experience alone.

FINANCIAL SERVICES

Banking & Financial Services

₹155L

TOP OF RANGES SHOWN

SELECTED ROLES · SALARY BY EXPERIENCE BAND

ROLE	0–3 yrs	3–7 yrs	7–10 yrs	10–15 yrs	15+ years
Business Head	16–35	35–70	70–105	105–140	105–155
National Head	15–30	30–60	60–95	95–125	105–155
Zonal Head	12–24	24–50	50–75	75–110	80–115
Regional Head	10–22	22–45	45–70	70–105	80–115
Product Manager (Technology)	10–20	20–40	40–60	40–85	50–90
Acquisition Manager — Corporate Salary	5–8	15–32	32–55	55–80	65–90
Machine Learning Engineer	7–15	15–30	30–55	55–80	60–90
Portfolio Manager	8–15	15–30	30–50	50–75	60–95

TECHNOLOGY SERVICES

IT-enabled Services

₹90L

TOP OF RANGES SHOWN

SELECTED ROLES · FIGURE WITH RANGE BAR

ROLE	0-3 yrs	3-7 yrs	7-10 yrs	10-15 yrs	15+ years
Analytics Manager	10-20	20-42	42-65	65-90	50-75
Information Assurance Analyst	7-14	14-30	30-50	50-75	50-75
Cloud Engineer	7-14	14-30	30-50	50-70	50-75
Software Engineer	6-12	12-25	25-40	40-60	50-75
Database Administrator	6-12	12-25	25-40	40-60	50-75
User Experience Designer	6-12	12-25	25-40	40-60	20-65
Systems Analyst	5-10	10-22	22-35	35-50	65-70
Web Developer	5-10	10-22	22-35	35-50	50-75

TECHNOLOGY

Information Technology

₹95L

TOP OF RANGES SHOWN

SELECTED ROLES · SHADE TRACKS THE TOP OF EACH RANGE

ROLE	0–3 yrs	3–7 yrs	7–10 yrs	10–15 yrs	15+ years
Senior Project Manager	12–24	24–45	45–70	50–85	70–95
Technical Architect	12–24	24–48	38–50	45–75	50–80
Scrum Master	8–16	16–32	32–50	50–75	50–85
Solution Architect	12–24	24–48	48–75	45–70	50–80
Project Manager	9–18	18–35	35–55	55–70	50–80
Product Manager	12–24	24–48	48–75	50–68	40–80
Senior Software Engineer	8–16	16–32	32–55	35–65	58–70
Product Owner	10–20	20–40	40–60	45–65	40–60

TECHNOLOGY

AI & Digital Technology

₹90L

TOP OF RANGES SHOWN

SELECTED ROLES · EVERY BAND LISTED PER CARD

Product Manager (Tech)

0–3 yrs	10–20
3–7 yrs	20–40
7–10 yrs	40–60
10–15 yrs	40–85
15+ years	50–90

Machine Learning Engineer

0–3 yrs	7–15
3–7 yrs	15–30
7–10 yrs	30–55
10–15 yrs	55–80
15+ years	60–90

Natural Language Processing Engineer

0–3 yrs	8–16
3–7 yrs	16–32
7–10 yrs	32–55
10–15 yrs	55–75
15+ years	59–70

Computer Vision Engineer

0–3 yrs	8–16
3–7 yrs	16–32
7–10 yrs	32–55
10–15 yrs	55–75
15+ years	50–68

Blockchain Developer

0–3 yrs	8–16
3–7 yrs	16–32
7–10 yrs	32–55
10–15 yrs	55–75
15+ years	–

Full-Stack Developer

0–3 yrs	7–14
3–7 yrs	14–30
7–10 yrs	30–50
10–15 yrs	50–70
15+ years	55–80

Cloud Engineer

0–3 yrs	7–14
3–7 yrs	14–30
7–10 yrs	30–50
10–15 yrs	50–70
15+ years	55–75

DevOps Engineer

0–3 yrs	7–14
3–7 yrs	14–30
7–10 yrs	30–50
10–15 yrs	50–70
15+ years	55–75

TECHNOLOGY

Global Capability Centres

₹150L

TOP OF RANGES SHOWN

SELECTED ROLES · BARS ARE THE FIVE BANDS IN ORDER



INDUSTRIAL

Engineering

₹95L

TOP OF RANGES SHOWN

SELECTED ROLES · SHADE DEEPENS WITH SENIORITY

ROLE	0–3 yrs	3–7 yrs	7–10 yrs	10–15 yrs	15+ years
Finance Controller	10–20	20–40	40–60	60–80	80–95
Sales Manager	7–15	15–32	32–52	52–70	70–75
Cloud Engineer	7–14	14–30	30–50	50–70	55–75
DevOps Engineer	7–14	14–30	30–50	50–70	55–75
Production Manager	7–15	15–32	32–50	50–68	68–70
Data Scientist	6–12	12–25	25–40	40–65	45–75
Software Engineer	6–12	12–25	25–30	40–60	48–70
Maintenance Sr Manager	7–14	14–28	28–42	42–58	58–65

INDUSTRIAL

Manufacturing

₹85L

TOP OF RANGES SHOWN

SELECTED ROLES · TWO COLUMNS

ROLE	0-3	3-7	7-10	10-15	15+	ROLE	0-3	3-7	7-10	10-15	15+
Cybersecurity Analyst	7-14	14-30	30-50	50-70	55-85	Software Engineer	6-12	12-25	25-30	40-60	48-70
Cloud Engineer	7-14	14-30	30-50	50-70	55-75	Project Manager	7-14	14-28	28-40	40-55	35-60
Product Manager	12-24	24-48	48-75	50-68	-	Supply Chain Manager	6-12	12-25	25-35	35-50	25-40
Data Scientist	6-12	12-25	25-40	40-65	45-75	Product Engineer	5-10	10-20	20-30	30-40	35-55

HEALTHCARE

Healthcare & Life Sciences

₹90L

TOP OF RANGES SHOWN

SELECTED ROLES · GROUPED BY PAY BAND

HIGHER OF RANGE					
Role	0-3	3-7	7-10	10-15	15+
Finance Controller	10-20	20-40	40-65	65-75	75-90
Procurement Manager	7-15	15-30	30-50	50-70	70-90
Cybersecurity Analyst	7-14	14-30	30-50	50-70	55-85
Cloud Engineer	7-14	14-30	30-50	50-70	55-75

LOWER OF RANGE					
Role	0-3	3-7	7-10	10-15	15+
Full-Stack Developer	7-14	14-30	30-50	50-70	55-80
Sales (RSM / ZSM / NSM)	7-14	14-28	28-45	45-65	65-90
Finance Manager	6-12	12-25	25-45	45-65	65-85
Data Scientist	6-12	12-25	25-40	40-65	45-75

CONSUMER

FMCG & Consumer Durables

₹150L

TOP OF RANGES SHOWN

TOP SIX ROLES WITHIN EACH EXPERIENCE BAND

0–3 yrs	3–7 yrs	7–10 yrs	10–15 yrs	15+ years
Marketing Director 15–30	Marketing Director 30–50	Marketing Director 50–70	Marketing Director 70–90	Finance Controller 80–150
Finance Controller 12–25	Finance Controller 25–42	Finance Controller 42–60	Finance Controller 60–85	Marketing Director 80–125
National Sales Manager 12–25	National Sales Manager 25–42	Product Manager (Technology) 40–60	Product Manager (Technology) 40–85	Senior Finance Manager 50–125
Product Manager (Technology) 10–20	Product Manager (Technology) 20–40	National Sales Manager 42–60	National Sales Manager 60–80	Product Manager (Technology) 50–90
Category Lead 10–20	Category Lead 20–35	Category Lead 35–55	Category Lead 55–75	National Sales Manager 60–90
Senior Finance Manager 10–20	Senior Finance Manager 20–35	Senior Finance Manager 35–52	Manager Scientific Services 50–70	Category Lead 55–80

PROFESSIONAL SERVICES

Consulting

₹90L

TOP OF RANGES SHOWN

SELECTED ROLES · A FIVE-RUNG LADDER EACH

Machine Learning Engineer

0-3 7-15	3-7 15-30	7-10 30-55	10-15 55-80	15+ 60-90
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Cloud Engineer

0-3 7-14	3-7 14-30	7-10 30-50	10-15 50-70	15+ 55-75
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Cybersecurity Analyst

0-3 7-14	3-7 14-30	7-10 30-50	10-15 50-70	15+ 55-85
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Data Scientist

0-3 6-12	3-7 12-25	7-10 25-40	10-15 40-65	15+ 45-75
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Software Engineer

0-3 6-12	3-7 12-25	7-10 25-30	10-15 40-60	15+ 48-70
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User Experience Designer

0-3 6-12	3-7 12-25	7-10 25-40	10-15 40-55	15+ 45-55
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Financial Analyst

0-3 5-10	3-7 10-20	7-10 20-32	10-15 32-45	15+ 40-55
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Data Analyst (Consulting)

0-3 4-8	3-7 8-16	7-10 16-28	10-15 28-45	15+ 40-55
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PROFESSIONAL SERVICES

Finance & Accounting

₹500L

TOP OF RANGES SHOWN

SELECTED ROLES · EVERY BAND AS A LABELLED PILL

Chief Financial Officer (CFO)

0-3 30-60 3-7 60-120 7-10 120-180 10-15 180-300

15+ 200-500

Corporate Finance Manager

0-3 12-25 3-7 25-45 7-10 45-70 10-15 70-100

15+ 80-120

Investment Banker

0-3 12-25 3-7 25-45 7-10 45-70 10-15 70-100

15+ 70-120

Product Manager (Technology)

0-3 10-20 3-7 20-40 7-10 40-60 10-15 40-85

15+ 50-90

Financial Controller

0-3 10-20 3-7 20-35 7-10 35-55 10-15 55-80

15+ 65-100

Risk Analyst

0-3 8-16 3-7 16-32 7-10 32-55 10-15 55-75

15+ 59-70

Cybersecurity Analyst

0-3 7-14 3-7 14-30 7-10 30-50 10-15 50-70

15+ 55-85

Full-Stack Developer

0-3 7-14 3-7 14-30 7-10 30-50 10-15 50-70

15+ 55-80

COMMERCIAL

Sales & Marketing

₹160L

TOP OF RANGES SHOWN

EXPERIENCE BANDS DOWN THE SIDE, ROLES ACROSS THE TOP

	Head of Sales / Sales Director	Product Marketing Manager	Brand Manager	Product Manager (Technology)	Sales Manager	Marketing Manager	Marketing Technologist
0–3 yrs	25–40	12–25	12–25	10–20	10–20	10–20	9–18
3–7 yrs	40–65	25–40	25–40	20–40	20–35	20–35	18–32
7–10 yrs	65–100	40–65	40–65	40–60	35–55	35–55	32–55
10–15 yrs	100–150	65–90	65–90	40–85	55–80	55–80	55–80
15+ years	130–160	75–90	75–90	50–90	65–85	65–80	60–80

CORPORATE FUNCTIONS

Human Resources

₹85L

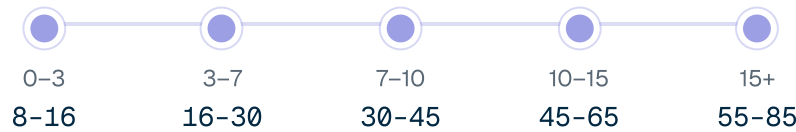
TOP OF RANGES SHOWN

SELECTED ROLES · A CAREER TIMELINE EACH

Cloud Engineer



Talent Acquisition Manager



Data Scientist



User Experience (UX) Designer



Software Engineer



Diversity, Equity & Inclusion Specialist



Employee Relations Specialist



HR Data Analyst



CORPORATE FUNCTIONS

Procurement & Supply Chain

₹85L
TOP OF RANGES SHOWN

SELECTED ROLES · EARLY CAREER BESIDE SENIOR

EARLY CAREER			
Role	0–3 yrs	3–7 yrs	7–10 yrs
Procurement Manager	9–18	18–35	35–55
Supply Chain Manager	9–18	18–35	35–55
Cloud Engineer	7–14	14–30	30–50
Administration Manager (Procurement / Supply Chain)	7–15	15–30	30–45
Data Scientist	6–12	12–25	25–40
Software Engineer	6–12	12–25	25–30
Supply Chain Analyst	5–9	9–18	18–30
Sourcing Specialist	6–12	12–25	25–40

SENIOR		
Role	10–15 yrs	15+ years
Procurement Manager	55–80	60–80
Supply Chain Manager	55–80	60–85
Cloud Engineer	50–70	55–75
Administration Manager (Procurement / Supply Chain)	45–65	30–45
Data Scientist	40–65	45–75
Software Engineer	40–60	48–70
Supply Chain Analyst	30–45	35–50
Sourcing Specialist	25–40	30–45

CORPORATE FUNCTIONS

Legal, Company Secretarial & Compliance

₹140L
TOP OF RANGES SHOWN

SELECTED ROLES · GROUPED BY PRACTICE AREA

Counsel & advisory				
ROLE	0-3	3-7	7-10	10-15
In-House Counsel (Specialised)	12-25	25-45	45-75	75-100
In-House Counsel (Generalist)	9-18	18-35	35-60	60-85
Corporate Secretary	8-15	15-30	30-50	50-75
Legal Technology Specialist	9-18	18-35	35-55	55-80

Compliance & risk				
ROLE	0-3	3-7	7-10	10-15
Chief Compliance Officer (CCO)	20-35	35-60	60-100	100-140
Risk Management Specialist	8-15	15-30	30-50	50-75
Data Privacy Specialist	8-15	15-30	30-50	50-70
Compliance Officer	6-12	12-25	25-40	40-60

This sector’s source tables do not publish a 15+ year band.

Indicative Salary Increase Ranges by Sector

Expected salary increase for the coming appraisal cycle. Bars run from the lower to the upper end of each sector’s estimated range.

15-20%

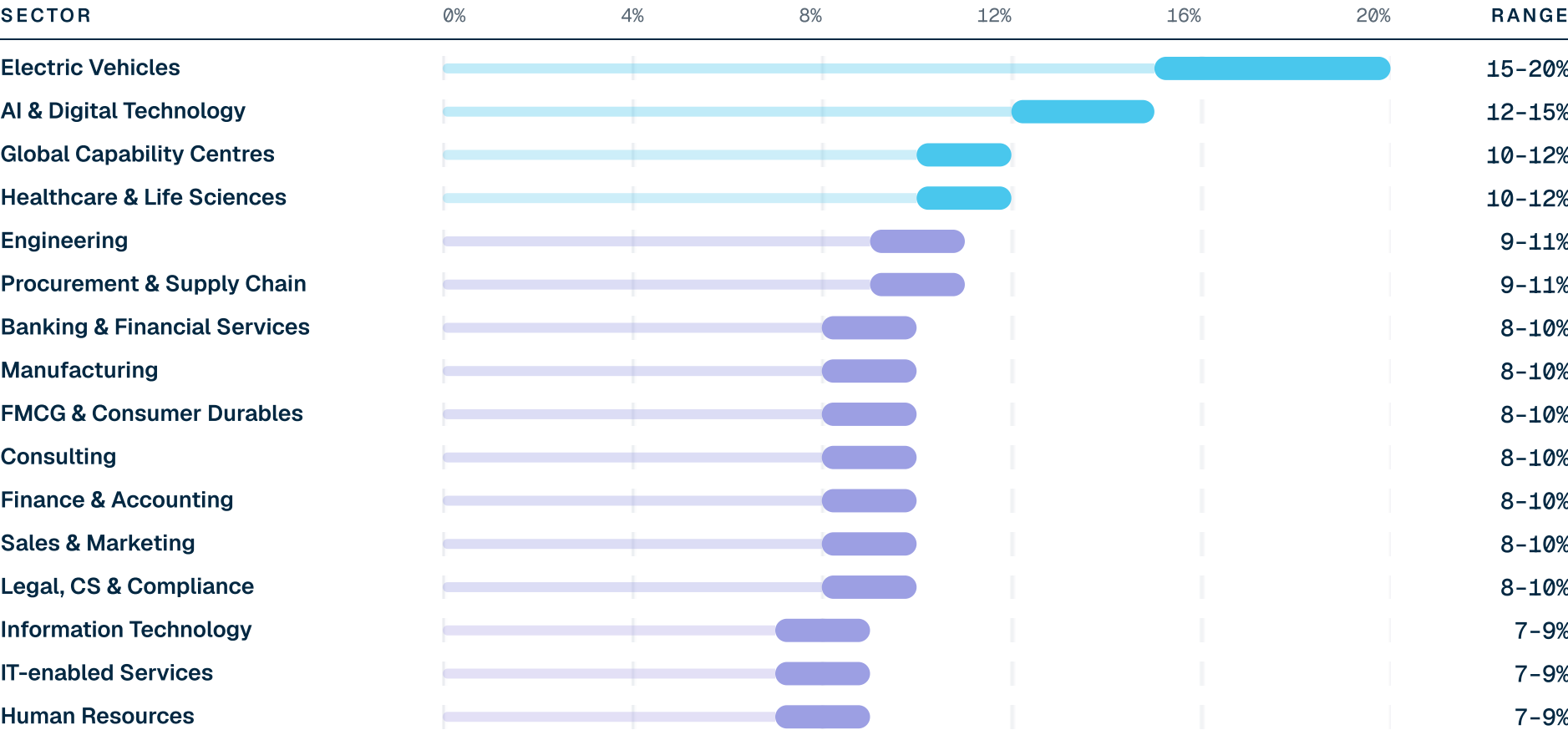
HIGHEST · EV

8-10%

MOST COMMON BAND

7-9%

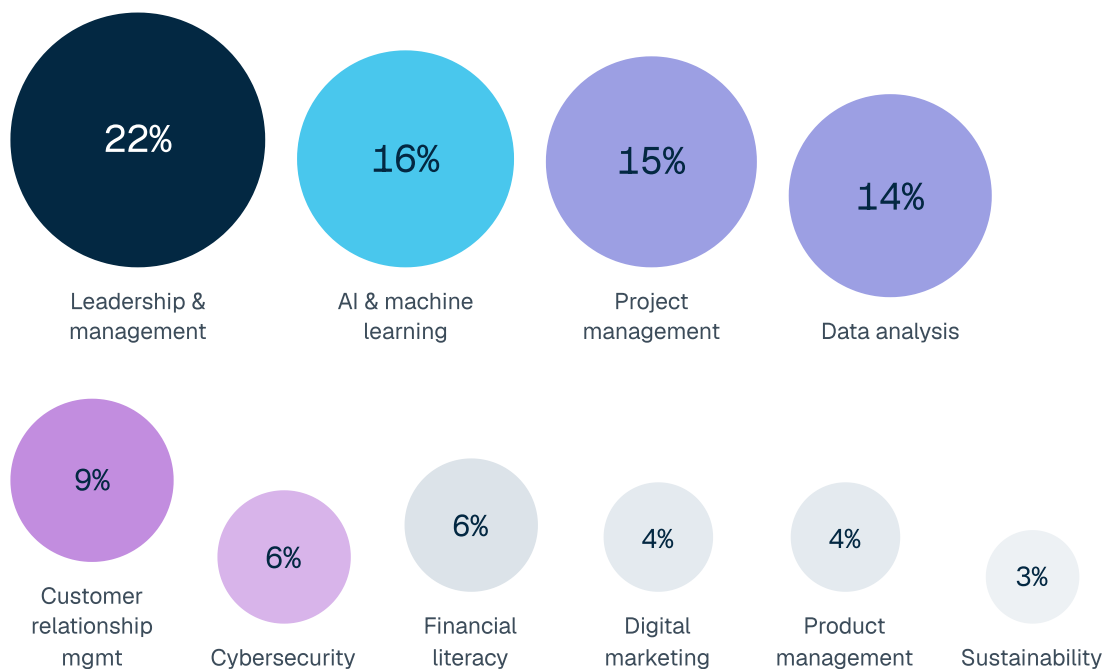
LOWEST · IT, IT-ENABLED SERVICES, HR



External benchmark: Aon, Annual Salary Increase and Turnover Survey 2025–26 India (1,060+ organisations, 45 industries) projects a 9.1% aggregate India increase for 2026; EY, Future of Pay 2026 projects 9.1%. Sector averages — individual outcomes vary with performance and specialisation. 24

Skills that command a premium

MOST CRITICAL SKILLS FOR THE NEXT FIVE YEARS



Circle area = share of professionals naming the skill

DEMAND

AI/ML, cloud, data and cybersecurity lead the skill agenda

Leadership sits above them all — the scarce combination is technical depth plus the ability to run a team.

SCARCITY

Shortages concentrate in niche and management roles

The two most cited recruitment challenges reported by employers.

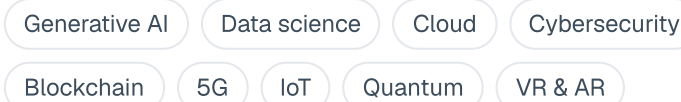
COMPENSATION IMPACT

20–40%

niche skill premium

12–15%

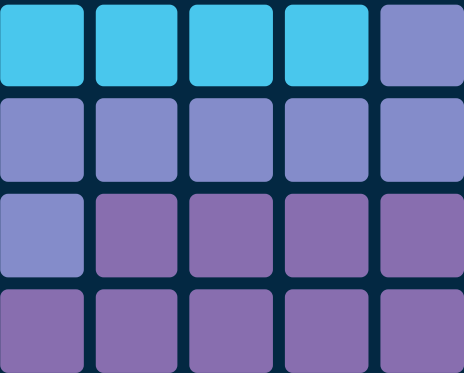
AI & digital appraisal range



Share of professionals naming each skill as most critical for the next five years. Percentages may not total 100% due to rounding. External benchmark: EY, Future of Pay 2026, reports skills premiums of 30–40% for AI, ML, cybersecurity and cloud capabilities.

AI is reshaping hiring. Human judgment still matters.

ORGANISATIONAL AI ADOPTION



Each square is about 5% of organisations

- Extensive 15-20%
- Moderate 30-40%
- Minimal or none 40-50%

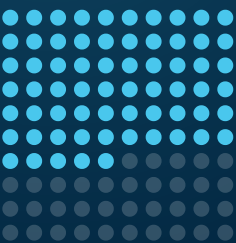
WHERE AI IS USED IN RECRUITMENT

- 01 Resume screening & shortlisting
- 02 Interview scheduling
- 03 Candidate assessment & ranking
- 04 Predictive analytics for fit
- 05 Onboarding automation

Ordered by how commonly employers report each use

BinQle view. Automate the sequence, not the judgment.

BIAS AND FAIRNESS DOMINATES



65%+

raise bias and fairness concerns about AI-led hiring

OTHER CONCERNS RAISED

Job security	35-45%
Transparency & accountability	40%
Lack of human touch	30-40%
Privacy & data security	20%

30-40%

audit with human oversight

30%

no structured approach to bias

Salary gets attention. Growth keeps talent.

PRIORITIES WHEN CONSIDERING A JOB CHANGE



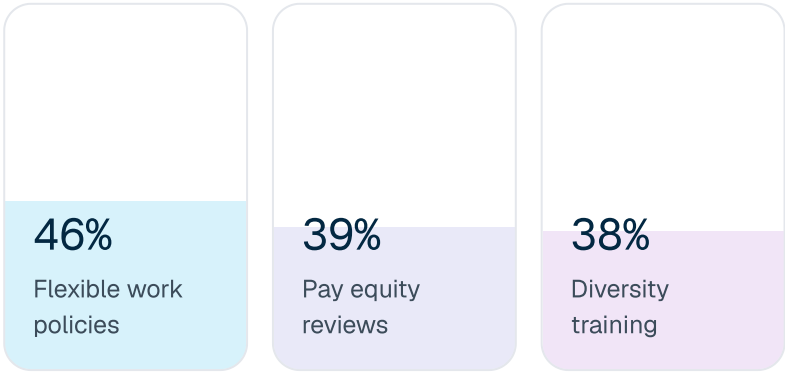
Compensation range varies by sector; culture reported at 40% and above.

Solid = lower bound · pale = upper bound of the reported range

PRIMARY CAREER PLAN, NEXT 12 MONTHS

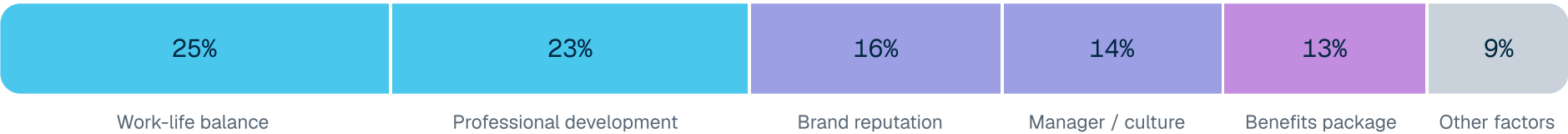
- 01 Promotion or new role inside current employer
- 02 Change employer, same role or industry
- 03 Complete career change
- 04 Start a business or go self-employed

WHAT EMPLOYERS INVEST IN

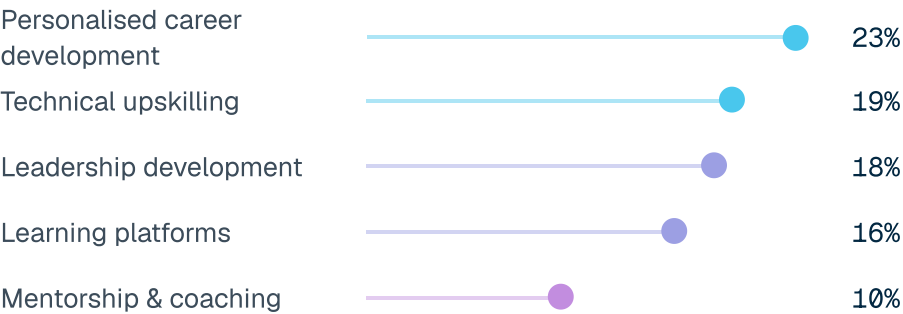


Beyond salary: what makes talent stay

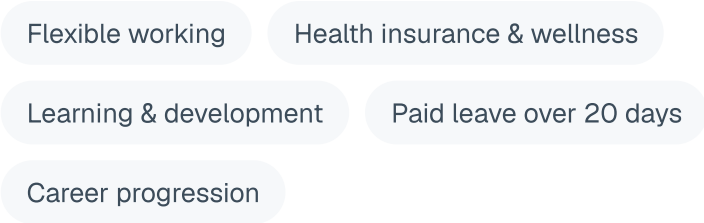
WHY EMPLOYEES STAY, BEYOND SALARY



MOST EFFECTIVE L&D APPROACHES FOR RETENTION



MOST VALUED NON-FINANCIAL BENEFITS



23%
of employers rank it their most effective retention tool

30–40%
actually have structured, personalised development in place

BINQLE PERSPECTIVE — COMMENTARY

The gap is structure, not intent. Employers name personalised development as their strongest retention lever, yet only a minority have it in place — and a candidate can only weigh what is written down.

The right salary attracts talent. The right strategy builds teams.

- 01 Benchmark before you post, not after you lose the candidate
- 02 Price the skill, not the title — specialisation carries 20–40%
- 03 Make progression legible — written pathways beat stated intent
- 04 Use AI where it removes delay, keep humans where it removes doubt
- 05 **Design for a market where nine in ten are open to moving** 42% actively looking plus 47% open but not actively searching = 89%. Flexibility, balance and culture are the differentiators once pay is competitive.

HOW BINQLE HELPS

Salary and market intelligence
AI-assisted screening with human oversight
Specialist and volume hiring
Contract and project staffing
Pipeline and retention advisory

**Build your 2026 talent strategy
with BinQle**