



JOBS & SALARIES PRIMER 2015



A COMPREHENSIVE OVERVIEW OF
THE LABOUR MARKET COMPRISING
JOBS, SALARIES & SKILLS

A Comprehensive Overview of Labour Market
Jobs, Salaries and Skills



Brought to you by,
Team Lease Services Private Limited



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All in a year's work!

It has been a year of great progression for the talent market. Robust demand fueling new job creation, salary growth, payout parity between temp and perm jobs, and new skills. All guns blazing.

Meanwhile, at TeamLease, we are setting sail on a new voyage. New horizons are beckoning and the winds seem to be firmly in our sail. With the compass firmly pointing North we are on course to make new investments and new commitments to our stakeholders. It is only serendipitous that the waves of talent market transformation are in synchrony with our journey.

Our Thought Leadership series has matured in line with the market's, and our own business', maturity. What continues to be a labour of love is, today, a true reflection of the current state of the labour / talent economy. Today's edition of the Jobs and Salaries Primer successfully brings the most formidable forces that shape this elephant that has just about begun to dance. So you, our very discerning reader, can more accurately anticipate the market's moves than you ever did.

We are never done, with work. All the hard data, therefore, is preceded by a discussion on industry trends that the data then go on to explain. Jobs of the future cue you in on what new skills and capabilities employers are investing in. Correlating these investments with pay action, and then with business value, is what this body of work is all about. In keeping with our Education-Employability-Employment focus, starting with this edition, we bring you insights on Blue Collar and Vocational skills sought by businesses.

TeamLease Staffing and Valuvox, our solution partner, are grateful for your attention. Here is hoping that this report and its contents help you along in your critical talent planning needs.

We are keen to hear from you.

Warm Regards
The TeamLease Team
info@teamlease.com

About TeamLease

TeamLease is India's largest and foremost people supply chain company with 8 regional offices and 1,200 core employees. We began business in 2002 delivering Temporary Staffing and have subsequently added Permanent Recruitment, Regulatory Compliance, Payroll Processing and Learning Services to our bouquet of offerings. Today, we serve 2,200 clients working across industry verticals in India.

Besides Employment, over time, we have developed a triangulated focus that includes Education and Employability.

The Jobs and Salaries Primer, along with the Employment Outlook Report and the India Labour Report, is an ongoing quest to further this knowledge base and to be at the forefront of the market insights that drive business success for all our stakeholders.

About the Jobs and Salary Primer

The Jobs and Salaries Primer is the latest in our continued endeavor to report unified salaries across temporary and permanent hiring markets, and relate these to skills across select cities and industries. This time round, we add 'Jobs' data to the set of insights and report industry-specific insights that have led, or are leading to, job creation.

Industries covered

- | | |
|---|--|
| <ul style="list-style-type: none"> • Agriculture & Agrochemicals • Automobile & Allied Industries • Fast Moving Consumer Durables (FMCD) • Power & Energy • Fast Moving Consumer Goods (FMCG) • Industrial Manufacturing & Allied • Banking, Financial Services and Insurance (BFSI) | <ul style="list-style-type: none"> • BPO and IT enabled Services • Construction and Real Estate • Telecommunication • Healthcare & Allied Industries • Hospitality • Information Technology • Retail • Media and Entertainment |
|---|--|

Functional Domains Covered

- Accounts
- Administration
- Blue Collar
- Engineering
- Human Resources
- IT
- Sales & Marketing
- Support Services

Locations Covered

• Ahmedabad	• Hyderabad
• Bangalore	• Kolkata
• Chandigarh	• Mumbai
• Chennai	• Pune
• Delhi	

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Executive Summary

Payouts speeding past yesteryear growth rates, salaries for temp staff closing in on those for perm, new job creation at a pace not witnessed before; this edition of the Jobs and Salaries Primer captures a breakaway series of snapshots from the talent market this year.

Talent demand peaks, and salaries rise substantially as the seeds of market transformation are brought to fruition. Salaries have risen significantly for about 37% of all profiles surveyed, incrementally for 44%. Double digit salary growth – ranging from 10.5% to 15% – is more the norm than exception with about half the industries | Mean Salary Growth across industries: 10.2%.

Job creation, especially in the domain of technological innovation, takes a front and center position in talent acquisition plans. Cutting edge skills in Digital, Analytics and Big Data are rubbing shoulders with staple job roles such as IT Manager, SAP Consultants and Systems Engineers.

Salary variance between temp and perm jobs narrows sharply across a slew of job profiles and across industries. The most equitable unified salaries have a sliver-thin variance of between 2.2% and 2.5% - down from last year's low of between 4.7% and 5.5%. The narrowing of this difference is driven by the quest for right-fit skills and an attitudinal shift in the talent market.

Information Technology, Retail and Telecommunication lead the charge towards spectacular salary growth, a cheer spread across half the industries. Salary growth in these industries tops off at around 12% - 15%. Health & Pharmaceuticals, Media & Entertainment, Power & Energy, FMCD and FMCG command salary growth rates between 10.5% and 12% for the top paying cities.

Mumbai does not just steal a march over Bangalore and Delhi, by now the formidable triumvirate, it is also the top salary paying city across as many as 7 industries. Delhi leads across 4 industries and Bangalore in 1. In all, each of the three cities feature in about 10 of the 15 cities covered by the analysis.

Certain city-industry clusters are proving to wield enormous clout in consistently attracting the best salary growth rates over time. Bangalore-IT (14.7%), Mumbai-FMCG (13.6%), Bangalore-Healthcare & Pharmaceuticals (13%) and Pune-Power & Energy (12.5%) are the city-industry clusters that dominate this scene. The clusters are characterized by a mature Talent demand-supply scenario where businesses are comfortably ensconced in cities with high quality talent pools.

Software roles dominate top tier jobs across industries reflecting the severe talent crunch in this domain. Technological skills are, currently, the most valued and businesses across industries are willing to pay top dollar for. Roles down the hierarchy from Java Developers, Project Managers and Infrastructure Architects are commanding salaries upwards of Rs.50,000 – at least 50% marked up compared with the median salaries for the rest of the job profiles.

Vocational skills and Blue Collar job profiles are appearing indelibly on the radar of employers. Businesses wish to closely partner with intermediaries, but still have a direct say and involvement, in the acquisition of Blue Collar workers. Demand has far outstripped supply but employers are discerning and willing to, and ensuring, more than mere sustenance payouts. Soft traits such as Honesty, Personal Hygiene and Mannerisms are as sought after by employers as hard skills and abilities such as Physical Strength, Tool operation, Documentation and Material Management.

Associating Jobs, Salaries and Skills

The Jobs & Salaries Primer connects Jobs, Salaries and Skills for a more comprehensive understanding of the labour market.

Job creation is the core, demand-side, attribute we have been eager to append to the primer framework in our continual quest for an insightful big picture of labour market dynamics that explain pay actions. With the current edition of the primer we make a beginning towards exploring, and identifying trends in, the job-demand space.

The genesis of this thought lies in the skills-salaries reporting. In a dynamic labour market skill requirements keep varying and new skills are sought after as much as the continued need there is for the more fundamental skill sets. New jobs that are created vary in their composition of the new and traditional skill attributes. This makes it essential for us to start reporting on an even more inclusive analysis that comprises jobs, skills and salaries.

How we report 'Jobs'

In order that the job creation activity, and associated trends, are appropriately understood while still mapping new jobs into pay action reporting we have introduced a new section named 'Industry trends that are driving new jobs and salaries'. This section lists the broader attributes that are driving job creation.

We then go on to illustrate the job-demand space and relate it to skill attributes and salaries on a unique, 'radar chart', visual suitably annotated for a wholesome understanding of how the three dimensions of our interest – jobs, skills and salaries – are interlinked. Job Profiles that best represent the trends in each industry have been identified and are categorized into 'Longstanding' jobs, 'Hot' jobs and 'Upcoming', or new, jobs.

'Longstanding' jobs are those that have been in existence for a fairly longer period of time – than the other two categories above – and are traditionally looked upon as those that define the individual industries. These form the conventional choices each of the industries holds out for candidates.

'Hot' jobs are the cynosure of industry – and market – attention and, as implied by the buzz surrounding them, are the 'flavour of the season'. As noted in our relevant analysis 'Hot' jobs are not necessarily the most rewarding of the three categories.

'Upcoming' jobs are the jobs of tomorrow. By definition, these are relatively more futuristic, feature newer skill attributes or are more skill-intensive, and often characterize new-age industries.

The three job categories are appropriately demarcated on the visual to aid independent analysis and mutual comparison.

How we report 'Skills'

The current edition reports an enhanced, and more granular, skills framework that enlists 14 skill attributes that are more appreciative of job market reality than the four broad skill areas previously reported.

The skill attributes in the new framework are defined as follows:

Skill Attribute	Definition
Problem Solving/Analytical	Help with defining, deconstructing, analyzing and solving a business or an organizational problem.
Decision Making/ Judgment	Higher order (transformative) skill attributes that aid evaluation of choices and the selection – through objective and subjective methods – of the most appropriate choice that achieves stated business or organizational objectives.
Interpersonal	Fundamental ability of a candidate to interact and work with other individuals within and outside of an organization.
Managerial/Organizational	Help with the management of people, business functions and/or organizational affairs through effective planning, tasking and control.
Relationship/Networking	Help with initiating and developing / maintaining professional and business relationships as well as being able to leverage business and societal networks towards the achievement of organizational objectives.
Observation	The fundamental ability of a candidate to utilize ones faculties to direct attention at specific functions and tasks and assimilate related knowledge and understanding.
Communication	The fundamental ability to appropriately express (oral and written), and listen to, thoughts, ideas and emotions in an organizational or a business context.
Logical Thinking	Ability to think linearly and / or laterally through a given situation or context and being able to constructively utilize this thought process for solving organizational and business problems.
Numerical	Ability of a candidate to carry out fundamental mathematical operations such as counting, adding, subtracting, multiplying and dividing sets of numbers and put this ability to use in the organizational and (business) transactional context.
Leadership	Transformative in nature and explain the ability of an individual to be able to positively influence desired actions and behavior in other members of the organization and / or a broader ecosystem.
Team work	Ability of an individual to be able to effectively interact and execute work as part of a team of like-minded or diverse set of people in the organization.
Planning/Strategy	Planning/Strategy is a transformational ability to synthesize information and knowledge, and leverage experience, within and outside of an organization to lay down effective plans that guide organizational competence and business success.
Functional/Technical	An organized, current, body of knowledge and suitably competent ability that are essential to executing on tasks within a specified domain/specialization in an industry/organization.
Customer Management	The effective and efficient use of a variety of skill attributes and faculties – including many of the above skill attributes – to initiate, develop and nurture customer relationships.

Skill Attribute Measures: Attribute Levels and Attribute Intensity

Attribute Levels: are the rating accorded to a specified skill attribute in the context of a specified industry and a specified job profile.

Attribute Intensity: is the degree of prevalence of a dominant skill attribute (or set of skill attributes) and is measured as a ratio of the (sum of) rating of the dominant skill attribute(s) to the sum of the ratings of the rest of the skill attributes for the job profile.

How to Interpret Unified Industry Salaries

As of the previous edition of the primer, we have begun to report a single, unified, salary across temporary and permanent jobs. The 'unified' salary numbers are accompanied by a 'variance', a measure of the percentage by which the salary number for each of the profiles varies between temp and perm roles.

How to Read statistics of the Salary tables

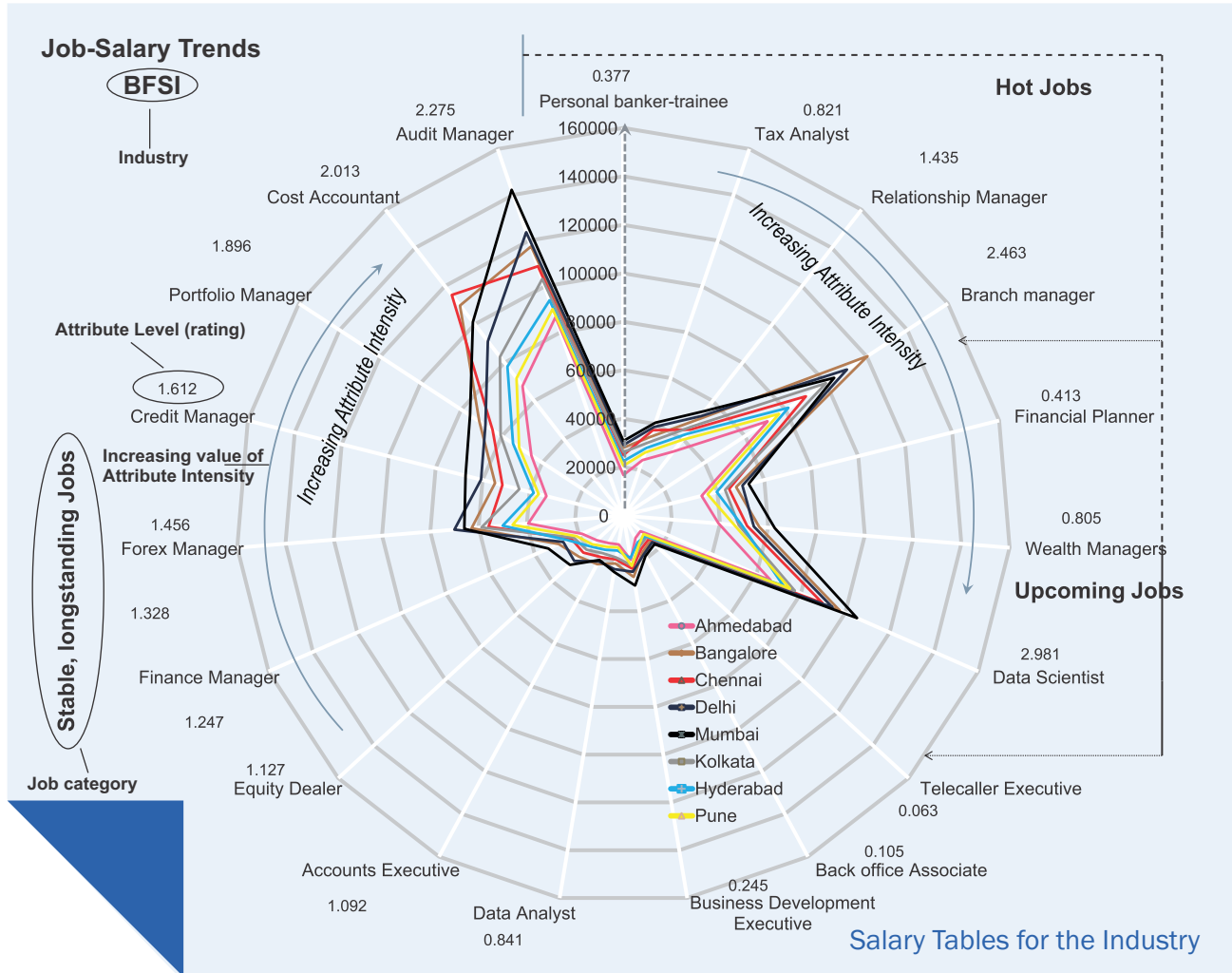
Salary statistics comprise a **salary number** at the profile-city-experience level and **variance** at the Profile-city level. For each profile, read salaries on the row on top against the profile name and variance on the bottom row against the profile name.

		Ahmedabad			Bangalore			Chandigarh			Chennai			Delhi		
		0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS
Accounts																
Cashier	Salary	8,600	11,200	19,900	9,700	13,900	21,800	7,900	12,000	18,000	11,700	13,600	18,200	9,500	13,500	22,800
	Var		3.26%			7.27%			3.27%			4.19%			10.37%	
Accounts Assistant	Salary	9,200	12,600	24,300	11,100	16,600	27,700	10,100	12,200	24,200	9,000	15,100	24,800	10,400	16,100	27,800
	Var		9.67%			8.90%			7.47%			7.32%			2.40%	
Accounts Executive	Salary	11,100	16,500	29,400	15,400	22,800	32,600	11,000	17,000	29,300	11,700	17,800	29,700	12,300	18,900	29,300
	Var		5.66%			9.72%			2.65%			6.59%			5.46%	

A 3.26% variance for 'Cashier' with a 2 - 5 years' experience and a median salary of Rs.11,200 means that the salaries for this profile may vary between Rs.10,835 and Rs.11,565.

Note that the experience ranges have been changed as of the previous edition of the primer.

How to interpret the jobs-skills-salaries radar chart



Each radar chart that appears at the outset on an Industry Salary page illustrates the relationship between Job Profiles (as part of one of the three Job Categories), Salaries and Skill Attributes (expressed as Attribute Levels and ordered in terms of Attribute Intensity).

Job Profiles are arranged along the periphery of the radar chart, as per Job Category, and Attribute Levels (ratings: base 5) are printed right above / beneath. Within each Job Category, Job Profiles are arranged in increasing order of Attribute Intensity (as depicted by the direction of the arrow).

Salaries are to be read along the concentric circles that radiate outward to indicate higher magnitude numbers.

The Jobs and Salaries Primer

The Jobs and Salaries analysis includes a mix of techniques that afford a more complete understanding of the labour market dynamic.

Trends associated with job creation, skills and salaries, and their interrelationships, are the focus of our analysis. We believe that, in the current market scenario, these make up the prime set of attributes our audience wishes to obtain a comprehensive understanding of and that these are the attributes that drive critical talent acquisition and retention decisions.

The Unified Salary approach that forms the pivot on which the Jobs and Salaries project is designed, and which we adopted during the previous year, aims to bring to the forefront the fast diminishing differential between temp and perm market salaries. **The Jobs, Salaries and Skills analysis** maps the current trend in each industry and seeks to identify patterns amongst these three key analysis dimensions. **The Attribute ratings chart** for a sample set of job profiles for each industry is a template by which one could visualize the skill requirements of each industry.

The analytical process broadly comprised of the collation and preparation of data from *big data* sources and *organizational* sources of data. The *big data* sources tapped into afforded sampling across the widest possible choice of job profiles, and ensured currency of data – especially for the purposes of categorization of jobs. *Organizational* data sources (from TeamLease systems) provided the analyst team with authentic payout data used in arriving at the unified salaries.

Steps in salary computation

Temp Salary Aggregation: Salary payouts in 2013 and 2014 to about 115,000 temp associates across 800 locations and a multitude of industries

Perm Salary Aggregation: Public salary data sources – such as job sites – that enlisted payout offers in 2013 and 2014 across as many number of profiles, locations and industries as in case of temp salaries

Comparison and pooling of Temp and Perm Salaries

Data Tabulation and Summarization

Computing the variance

Data / Information Sources

- The report also utilized information / data from the following sources:
- Dip-stick surveys with Temp and Perm employees in different companies
- TeamLease Alumni
- Information on staffing (temp and perm) in India from a variety of secondary sources
- The TeamLease Employment Framework: for skill framework and ratings
- The inTouch analytics 'talent supply-demand framework' for longevity computations
- Various HR / Talent domain articles from daily and weekly news and business publications

Constraints

The document has the following constraints on data:

- This analysis does not include Senior and CXO level profiles in most parts.
- Results are based on the earnings between December 2013 and June 2014 across 115,000 associates employed in the organized job market.
- Salaries benchmarked in this document are mostly those pertaining to junior to mid-level profiles.
- Figures are close to accurate. The earnings include regular salaries and do not include taxes / regulatory payouts, incentives, allowances, bonus, over-time, one-time or unusual representative amounts.
- The information provided does not reflect level of responsibility of the job seekers.
- The analysis and modeling are a work-in-progress and not purporting to be a complete descriptor of market phenomena
- The vacant slots may represent unavailability or lack of significant, current staffing activity.
- This Primer is subject to limitations and only intended as a guide.

Steps in Jobs, Skills and Salaries Analysis

Raw data were collated from professional social networks and job sites as well as media archives, and data in varying forms were prepared for analysis by formatting them into a common, single, database.

Job Profiles and respective trends were correlated as a next step and salaries were threaded into the trend data.

Finally, skill attributes for each of the job profiles were identified and ratings and intensity scores arrived at based on assessment test results as well as expert opinion.

Data / Information Sources

The primary sources of data for the Jobs, Skills and Salaries Analysis were:

- Big Data sources such as professional social networks and prominent job sites.
- Media archives reporting on job trends and associated market forces driving these trends.



Users of this document are advised to exercise due diligence and use the information at their own risk.

		Unified Industry Salaries (Rs. p.m.)		
		0 – 2 years	2 – 5 years	5 – 8 years
SALES				
DDS	Door-to-Door	10,700	12,600	18,800
TML	Team Lead	14,700	20,600	32,200
FSE	Field Sales Executive	12,500	17,200	28,800
BDE	Business Development Executive	16,700	22,200	49,600
MDO	Market Development Officer	14,900	19,800	33,100
OFFICE SERVICES				
ACE	Accountant	16,400	26,800	57,900
CLE	Collection Executive	14,300	19,300	27,100
BSA	Branch Servicing Associate	13,400	20,300	24,800
MCR	MIS Coordinator	18,000	23,000	39,800
HRC	Sourcing Coordinator	19,600	26,500	37,900
ENGINEERING				
ELE	Electrician	12,500	17,200	29,200
EDF	Engineer-Draftsman	19,300	28,700	43,500
PER	Project Engineer	20,400	30,200	44,100
SVE	Service Engineer	18,600	22,500	45,000
BLUE COLLAR				
DVR	Driver	10,100	13,000	19,200
OPR	Operator	7,900	11,500	16,900
MEC	Mechanic	10,200	12,900	20,700
IT				
DTE	Desktop Engineer	15,800	20,800	32,700
ITE	IT Engineer	19,000	29,100	40,800
SDV	SAP Developer	24,000	41,200	67,900
SAD	System Administrator	26,300	32,400	50,800

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Blue Collar / Vocational Skills

Job Profile Median Salary (per month)	Skills Sought		
	Basic	Intermediate	Advanced

Industrial Manufacturing & Allied

Job Profile	Median Salary (per month)	Basic Skills	Intermediate Skills	Advanced Skills
Cutter	Rs.7,500 – Rs.9,500 pm	Active [Physically and Mentally], Energy, Local language	Tool / Machine operation	Logical Thinking, ability to measure, opening & repairing mechanical devices
Electrician	Rs.10,500 – Rs.15,500 pm		Long hours on ship floor	
Machinist	Rs.9,000 – Rs.12,500 pm			
Maintenance	Rs.9,500 – Rs.13,500 pm			
Fitter	Rs.7,500 – Rs.10,000 pm			

Construction & Real Estate

Job Profile	Median Salary (per month)	Basic Skills	Intermediate Skills	Advanced Skills
Mason	Rs.15,000 – Rs.19,000 pm	Physical Strength, Energy, Focus, Local language	Keen Eyesight	People / Time Management, Coordination
Carpenter	Rs.11,500 – Rs.16,000 pm		Keen Eyesight	
Plumber	Rs.10,000 – Rs.15,000 pm		Weight Handling	
Bar Bender	Rs.13,000 – Rs.17,500 pm		Safety, Mannerisms, Local language	Spoken English, Gender Sensitivity
Driver	Rs.9,500 – Rs.14,000 pm	Concentration		

Information Technology / ITes

Job Profile	Median Salary (per month)	Basic Skills	Intermediate Skills	Advanced Skills	
Housekeeping	Rs.12,500 – Rs.18,000 pm	Personal Hygiene, Honesty, Mannerisms, Communication	Meticulous, Organized	Presentable, Material Management	
Gardening	Rs.11,000 – Rs.15,000 pm		Cooking, Serving	Equipment handling, Personal safety	
Pantry Staff	Rs.8,500 – Rs.16,000 pm				Material Management
Gym Instructor	Rs.15,000 – Rs.20,000 pm				Training / Counseling ability

Banking, Financial Services & Insurance

Job Profile	Median Salary (per month)	Basic Skills	Intermediate Skills	Advanced Skills
Guest House Team	Rs.12,000 – Rs.22,000 pm	Honesty, Mannerisms, Focus, Spoken English + Local language	Personal Hygiene, Etiquette	Documentation, Facility Management
Security	Rs.7,500 – Rs.12,000 pm		Vigilant, People Screening, CCTV surveillance	CCTV operations and maintenance, Recording and Reporting Footage

Power & Energy

Job Profile	Median Salary (per month)	Basic Skills	Intermediate Skills	Advanced Skills
Electrician	Rs.11,500 – Rs.18,000 pm	Health, Strength, Focus, Local language	Technique, Tools	People Interactions, Mannerisms
Helper	Rs.8,500 – Rs.12,000 pm		Tool operation	
Supervisor	Rs.15,000 – Rs.22,000 pm		Time / People Management	Reporting, Business Communication
Office Boy	Rs.7,500 – Rs.10,000 pm	Energy, Personal Hygiene	Office routines, Local language, Mannerisms	

Industry Trends Driving New Jobs and Salaries

What drove new jobs and salary growth over the past year – a synopsis.

Agriculture & Agrochemicals

Industry Growth

CARE & CSO estimates put growth rates for Agriculture at 3.8% and for Agrochemicals at 12-14%.

Agrochemicals Usage

Horticulture and floriculture industries are seeing growth spurts, resulting in increasing demand, especially for fungicides.

Government Support

States are spending to create awareness among farmers about crop protection measures and facilitating accessibility to technology.

Impact on job creation:

The Agrochemicals sector is all set to boost job growth, thanks to increasing demand. And with technological support from the state newer categories of jobs may get created.

Automobile & Allied Industry

Growth back on track

Passenger vehicle sales have provided a fillip to industry growth. SIAM has revised Auto industry growth forecasts up from 3.5% to 5.4% for the fiscal.

All round performance

Commercial vehicle sales also grew by 6.5% y-o-y in January 2015 and exports grew by 16%.

Impact on job creation:

An across the board rise in demand means that the Automobile industry, with its linear demand–jobs equation, is all set to generate 25 million additional jobs by 2016.

Banking, Financial Services and Insurance

Future Insured

The Indian Life Insurance market is at the altar of becoming the third largest in the world. The number of policies sold has leapfrogged 160% from 53 million in 2010.

Growing Maturity

Guidelines on issuing new bank licenses, a shift in the style of operations, IT adoption, are indicators of industry maturity leading to a transformed dynamic.

Impact on job creation:

The Financial Services sector would add incrementally to new job creation, with technology adoption leading the way.

Construction & Real Estate

Smart Demand

The Smart Cities initiative by the Government of India envisions the modernization of existing mid-sized cities and the creation of satellite towns for the larger cities. Office space demand is also unabated in the 8 key metros.

Size matters

The sector is the second largest employer and contributor to economic activity. It accounts for the second highest inflow of FDI and employs more than 35 million people.

Impact on job creation:

Rapid reorganization of the sector, which is attracting capital flows and contributing substantially to national income, is fueling the demand for mature, professionally qualified, talent.

FMCD

The fast moving big picture

The Indian middle class is on its way to becoming a US\$ 13 trillion consumer market by 2030. The rural market is growing at a CAGR of 25% as well.

Coming of age

The FMCD industry has transformed itself through proactive marketing and branding practices, innovative technological advancements that benefit customer by lowering costs, and distribution and service network efficiencies.

Impact on job creation:

The industry is in step with the fast maturing consumer sensibilities and is investing in better people capabilities to tap into the demand growth.

FMCG

Growth Drivers

Growing awareness, easier access, and changing lifestyles have been the key growth drivers for the sector.

Growing rural demand

Rural demand is on an upswing with rising incomes and brand awareness. The industry has been developing products specially targeted for the rural market.

Impact on job creation:

New jobs being created in the FMCG sector have predominantly been oriented towards the rural market growth story.

Power & Energy

Generation Efficiency

Power generation grew at 5.6% CAGR, effectively reducing the energy deficit to 4.5% in 2013-14 from 9.5% in 2010-11.

Capacity Additions

During the 13th Five Year Plan (2017-2022) the Power & Energy industry would add capacity of 93,000 MW.

Impact on job creation:

The positive investment climate in the power sector coupled with improved efficiencies is expected to generate substantial numbers of jobs in the sector.

Healthcare & Pharmaceuticals

Market Growth

Health & Pharmaceuticals is a domestic market growth story. The \$160 billion industry is growing at 19% at home and at about 8 to 9% per annum, overall.

India, a hub for generic drug manufacturing

India produces 40-70 per cent of the WHO demand for DPT & BCG and 90 per cent of measles vaccine.

The private sector surge

Over the past decade, the private sector's share in healthcare delivery is expected to have increased from 66% to 81%.

Impact on job creation:

Propelled by domestic demand of great magnitude the ever-ebullient industry is set to add substantially to talent demand.

Hospitality

The room for growth

The room-capacities are expected to have risen by about 4,300 in 2014. The mid-scale segment seems to have dominated this capacity addition with a 36% growth, the upscale segment 13%, the budget segment 17%, 13% and the Luxury segment 20%.

Constraints remain, however

High capital costs, poor infrastructure facilities and scarcity of land especially in metros act as major hurdles in the way of expansion. Terror Attacks or even violence against women has acted negatively for the sector sometimes.

Impact on job creation:

The Hospitality industry has always been on the shortchanged side of high quality talent requirement. Regardless of constraints, talent demand in the industry is growing at a frenetic pace.

Media & Entertainment

Digital takes wings

News consumption is going online with a vengeance in India, up 37% y-o-y to 15.8 million. Digital advertising is growing strong at 38.7 per cent, and gaming is growing at 25.5%.

All guns blazing

With each of the sectors within the industry experiencing heady growth – films at 14% CAGR, Print at 15%, Broadcasting and Cable Television at 12%, the overall industry growth is trending up at 18%.

Impact on job creation:

Online and traditional media are both not letting up on growth, and therefore, are both fueling the need for a diverse talent pool.

Retail

More FDI

The 100% FDI for single, and 51% for multi, brand retail outlets has meant invigorated interest among foreign investors.

Fast maturing ecommerce

The storm after the lull has begun for ecommerce. More and more product categories are finding quick acceptance and penetration in the market.

Impact on job creation:

Ecommerce players are leading the charge for a diverse talent pool ranging from software developers, managers, online merchandisers and analysts.

Telecommunications

New Technology

With the rising usage of 3G services and adoption of 4G technology, the need for telecom equipment is expected to rise significantly. The sector growing at 15 per cent compounded annual growth rate.

Government Initiatives

The Government of India has asked telecom firms to implement full mobile number portability by May 2015, a move that will enable subscribers to retain their numbers when they shift to other states or licensed service areas.

Impact on job creation:

With introducing the newer technology and broadband services, government-sponsored fund to seed 'Made in India' technologies to boost local manufacturing which may result in an explosion of jobs in the sector.

Industrial Manufacturing

Steel:

Growth Rate

Steel production in India has increased at 7.9% CAGR over FY 09 – 14 to reach 81.54 million tonnes per annum (MTPA).

Opportunities:

The expected rise in consumption due to increased demand in infrastructure, construction, automobile and railway sectors means a long spell of opportunities in the industry.

Cement:

Growth cemented

The 303MMT cement industry is growing at 12% and attracting FDI to the tune of \$3 billion.

Constraints:

The industry is mired in high capital costs and long gestation periods. Access to key inputs, such as limestone reserves, also acts as a significant entry barrier.

Impact on job creation:

The **Make in India** impetus is expected to create enormous manufacturing capacity and resultant jobs across the social milieu. Industrial Manufacturing is set to be the prime mover for jobs in India.

8

Jobs, Salaries & Skills



INDUSTRY ANALYSIS

Agriculture and Agrochemicals

	City	Profile/Salary Growth/Gap between Temp & Perm
Top salaries paid	Mumbai	Sales Coordinator,
	Delhi	Accountant
	Bangalore	Safety Officer
Highest salary growth (annualized)	Chandigarh	8.18%
	Delhi	7.36%
	Pune	7.04%
Narrowest gap (between temp and perm salaries)	Bangalore	2.61%
	Mumbai	2.64%
	Chennai	2.80%

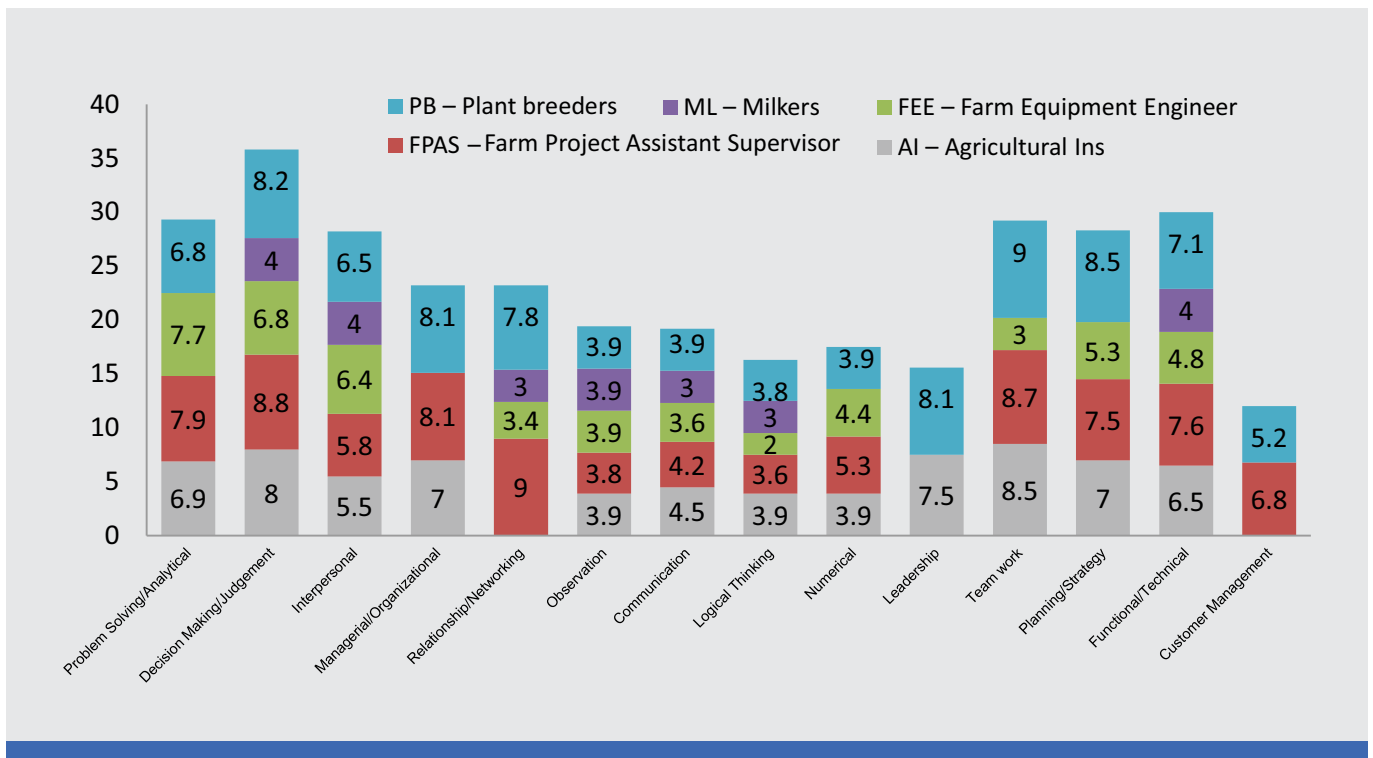
- The Agriculture and Agrochemicals industry is modest as ever with salary increments.
- The variance between perm and temp salaries has sharply narrowed this year, compared to the previous year when this measure was significantly higher.
- In general, the industry rewards profiles across the board although the magnitude of increments vary significantly.
- The industry also has a bias for the conventional, with traditional, longstanding jobs securing the most attention.

Salary Tables for the industry - Agriculture and Agrochemicals

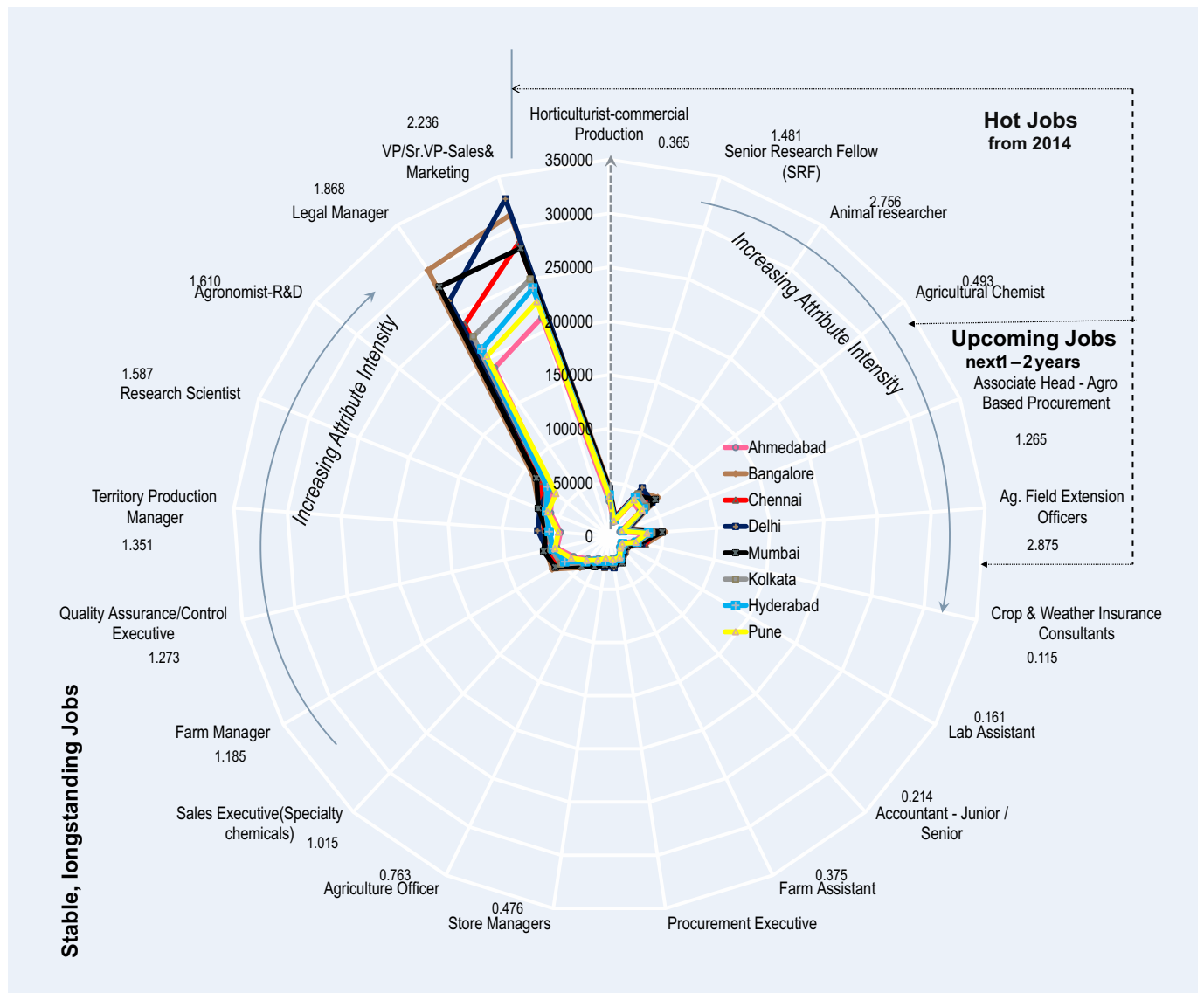
	Ahmedabad			Bangalore			Chandigarh			Chennai			Delhi			
	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	
Accounts																
Accounts Assistant	Salary	10,200	15,100	25,800	11,900	18,200	26,000	10,400	18,900	22,600	12,100	17,100	26,400	11,300	18,500	26,300
	Var		10.60%			2.92%			3.99%			7.80%			8.38%	
Accountant	Salary	12,300	19,600	39,900	12,500	21,700	46,100	12,700	20,600	41,100	12,100	20,900	39,100	15,800	24,500	43,300
	Var		2.93%			13.30%			7.70%			14.01%			11.39%	
Administration / Operations																
Data Entry Operator	Salary	5,300	8,600	11,800	7,400	11,800	14,800	6,900	8,400	11,000	7,800	9,400	13,000	7,900	11,100	14,300
	Var		2.96%			6.81%			7.48%			5.75%			4.32%	
Help Desk Executive	Salary	8,800	12,600	20,500	13,500	17,100	25,500	15,000	18,400	22,500	11,100	16,500	20,300	16,200	18,400	25,600
	Var		4.39%			15.16%			6.81%			10.60%			5.53%	
Administration Manager	Salary	15,200	21,900	31,300	17,300	27,400	41,100	15,500	20,600	32,000	15,800	24,800	34,000	15,600	23,200	45,500
	Var		5.34%			3.61%			9.91%			9.31%			13.79%	
Blue Collar																
Machine Operator	Salary	6,600	8,300	13,300	7,100	10,300	15,800	5,300	8,500	13,400	6,600	8,400	13,500	6,100	11,200	16,700
	Var		2.98%			5.12%			5.29%			12.60%			17.36%	
Driver	Salary	7,800	10,100	13,400	9,600	11,800	17,000	8,200	11,000	15,000	7,400	9,500	16,000	9,400	13,500	20,000
	Var		4.71%			5.37%			10.16%			8.93%			3.38%	
Engineering																
Field Service Technician	Salary	10,200	13,500	19,000	11,400	20,200	27,000	9,800	15,300	22,900	9,500	14,400	25,300	10,500	16,100	30,700
	Var		9.85%			3.67%			3.54%			7.16%			6.29%	
Safety Officer	Salary	14,800	21,700	42,500	17,500	27,600	50,700	15,000	16,800	38,200	16,700	24,600	40,300	15,600	25,000	45,900
	Var		7.26%			3.85%			7.52%			3.62%			6.90%	
Sales and Marketing																
Sales Executive	Salary	10,000	14,700	21,600	13,100	16,500	26,100	11,400	16,000	22,300	10,200	15,400	25,000	11,400	15,000	29,600
	Var		10.75%			7.99%			3.75%			9.29%			5.54%	
Direct Sales Executive	Salary	11,400	13,300	21,400	9,800	15,200	29,900	11,500	17,200	25,500	10,400	18,500	23,800	13,800	16,500	29,600
	Var		6.37%			8.00%			11.07%			16.29%			8.09%	
Sales Coordinator	Salary	12,600	21,300	35,000	19,300	30,600	52,900	17,100	24,500	34,300	19,200	29,500	53,200	21,600	23,900	53,400
	Var		21.78%			2.95%			9.60%			10.43%			6.87%	

		Hyderabad			Kolkata			Mumbai			Pune		
		0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS
Accounts													
Accounts Assistant	Salary	10,500	17,700	26,900	10,700	18,200	23,800	11,600	21,700	32,900	9,900	16,700	24,800
	Var		6.80%			9.07%			3.80%			7.72%	
Accountant	Salary	12,300	20,900	41,300	12,700	22,900	47,500	13,300	28,100	53,600	11,400	21,000	47,000
	Var		6.06%			9.19%			4.66%			6.95%	
Administration / Operations													
Data Entry Operator	Salary	7,900	10,600	11,600	6,400	7,400	11,000	8,000	11,700	15,400	7,500	9,200	12,200
	Var		15.17%			3.79%			7.86%			7.51%	
Help Desk Executive	Salary	11,600	15,100	19,300	10,500	14,400	17,600	15,100	16,600	24,700	13,100	17,400	19,100
	Var		9.72%			13.37%			19.29%			16.58%	
Administration Manager	Salary	14,900	20,600	31,800	13,700	23,600	33,300	19,800	28,200	42,500	14,500	21,700	38,500
	Var		9.44%			14.50%			21.65%			6.13%	
Blue Collar													
Machine Operator	Salary	6,300	7,200	13,600	6,200	9,500	15,800	7,500	9,600	14,300	5,800	8,100	12,900
	Var		4.33%			8.49%			5.10%			7.84%	
Driver	Salary	8,700	12,200	15,600	8,600	11,600	14,000	9,300	13,100	20,100	8,200	12,400	15,800
	Var		19.70%			5.22%			4.98%			5.09%	
Engineering													
Field Service Technician	Salary	13,700	16,100	22,900	8,300	13,700	21,200	12,900	19,000	33,400	11,400	17,500	27,800
	Var		2.96%			7.44%			13.46%			19.89%	
Safety Officer	Salary	18,000	24,000	38,600	16,100	23,200	39,500	15,800	23,900	43,100	12,400	19,400	42,900
	Var		9.52%			3.89%			5.24%			16.84%	
Sales and Marketing													
Sales Executive	Salary	10,200	15,000	24,500	10,300	14,500	23,500	11,500	15,400	25,100	10,000	13,900	25,500
	Var		2.90%			3.57%			6.01%			8.82%	
Direct Sales Executive	Salary	11,500	16,500	25,400	12,500	16,700	23,500	12,800	19,900	32,100	14,300	23,500	31,300
	Var		15.29%			4.41%			6.41%			8.68%	
Sales Coordinator	Salary	15,700	20,000	43,600	16,700	18,900	46,600	16,800	29,400	53,800	17,700	28,400	48,800
	Var		14.11%			5.99%			5.64%			3.20%	

Skill Attribute Ratings - Agriculture and Agrochemicals



Job Salary Skill Trends - Agriculture and Agrochemicals

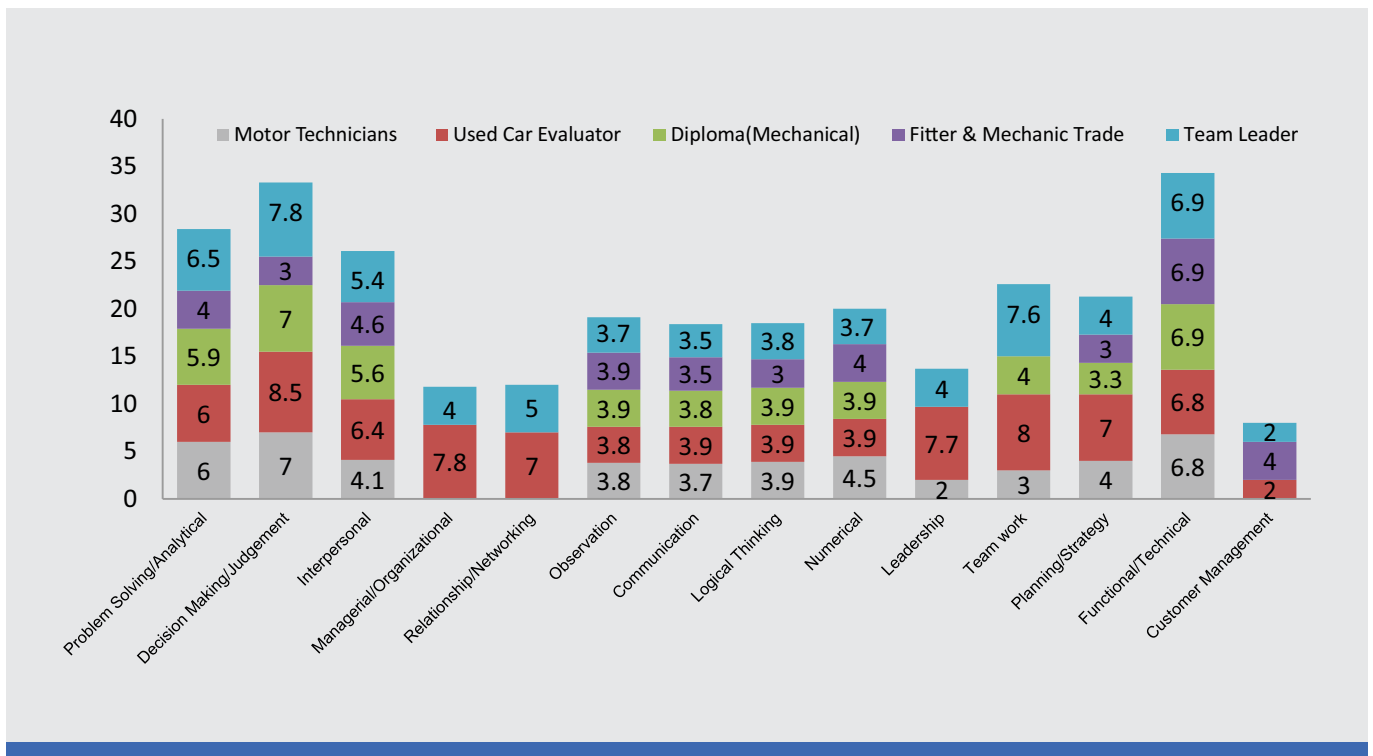


Automobile and Allied Industries

	City	Profile/Salary Growth/Gap between Temp & Perm
Top salaries paid	Pune	Developer, IT Manager,
	Bangalore	
	Mumbai	
Highest salary growth (annualized)	Bangalore	9.02%
	Delhi	8.91%
	Kolkata	8.70%
	Narrowest gap (between temp and perm salaries)	Kolkata
Chennai		3.51%
Bangalore		3.97%

- The Automobile industry is yet to come unstuck from the single digit salary growth rates it spiraled into, two years back.
- Industry trends are looking up though, and growth rates are indeed inching up toward double digits.
- The temp versus perm salary variance has been narrowed drastically this year but, given the inherent affinity of the industry for contract workforce, it could do even better on this front.
- A healthy addition to the hot and upcoming jobs categories augurs well for the customer-centricity of the industry.

Skill Attribute Ratings - Automobile and Allied Industries



Salary Tables for the industry - Automobile and Allied Industries

	Ahmedabad			Bangalore			Chennai			Delhi		
	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS

Accounts													
Accounts Assistant	Salary	12,000	16,500	32,900	11,700	19,200	37,100	12,100	17,400	35,300	12,200	19,700	33,100
	Var		9.76%			5.23%			5.55%			5.94%	
Collection Executive	Salary	11,000	16,900	35,800	12,700	18,300	35,200	11,200	18,500	34,400	11,900	17,700	45,900
	Var		7.92%			4.49%			6.24%			4.60%	

Administration / Operations													
Data Entry Operator	Salary	5,500	12,600	18,700	7,700	15,600	21,500	8,900	13,300	19,800	9,600	14,300	20,500
	Var		2.27%			4.79%			12.73%			6.04%	
Receptionist	Salary	10,700	14,700	22,200	12,200	18,200	26,400	11,700	16,200	22,000	13,800	17,500	28,900
	Var		4.97%			4.54%			4.31%			6.67%	
Administration Executive	Salary	15,600	23,700	32,900	15,800	24,900	37,300	15,500	22,200	36,200	16,600	27,100	40,500
	Var		3.99%			3.97%			5.84%			4.89%	

Blue Collar													
Operator	Salary	8,200	9,900	13,900	9,500	10,400	18,000				8,900	10,800	15,700
	Var		4.50%			4.71%						5.13%	
Mechanic	Salary	9,200	12,000	17,600	9,900	13,800	20,200	8,800	11,900	15,200	10,600	14,600	21,300
	Var		4.64%			9.71%			5.41%			4.49%	

Engineering													
Mechanical Engineer	Salary				12,200	16,200	31,100	11,100	14,500	23,000	13,600	20,500	33,000
	Var					8.09%			6.88%			8.43%	
AutoCAD Engineer	Salary	14,700	21,700	26,500	18,600	23,200	47,300	15,800	22,800	44,300	18,000	23,400	47,100
	Var		5.42%			4.17%			7.81%			4.83%	
Executive	Salary	16,900	24,100	36,100	20,200	27,100	49,500	18,700	27,700	45,000	20,900	28,300	49,600
	Var		10.01%			4.79%			6.99%			6.22%	

HR													
Executive Assistant	Salary	14,200	18,600	29,500	15,400	22,500	33,400	11,900	17,700	28,100	13,400	22,200	35,500
	Var		10.91%			4.04%			13.24%			11.04%	
Recruiter	Salary	14,800	20,700	32,200	16,600	23,000	29,500	11,300	15,700	28,800	16,400	23,100	41,100
	Var		4.51%			7.15%			6.88%			10.07%	
HR Executive	Salary	17,500	23,200	35,400	19,000	29,200	38,700	14,800	19,800	38,600	19,100	25,600	47,700
	Var		4.72%			5.17%			7.01%			4.12%	

IT													
Developer	Salary				26,400	39,800	76,400	22,500	28,200	51,100	21,800	30,900	67,900
	Var					6.46%			11.05%			7.11%	
IT Manager	Salary	29,500	40,400	88,700	33,500	56,400	108,800	31,900	45,400	91,700		49,000	93,000
	Var		4.13%			6.59%			5.62%			10.78%	

Sales and Marketing													
Purchase Executive	Salary	12,000	15,900	26,000	14,100	18,800	31,600	13,900	20,200	31,000	13,100	20,800	30,700
	Var		7.96%			7.68%			8.96%			7.14%	
Marketing Executive	Salary				20,200	26,900	47,900	15,500	22,200	45,100	17,400	28,700	48,800
	Var					8.15%			6.51%			8.52%	
Sales Executive	Salary	17,600	22,000	42,900	19,300	28,500	50,900	17,200	27,400	48,500	20,700	28,100	49,500
	Var		5.14%			4.55%			5.53%			10.43%	

	Kolkata			Mumbai			Pune		
	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS

Accounts										
Accounts Assistant	Salary	11,000	16,100	32,500	11,700	18,300	33,300	11,600	20,400	34,600
	Var		8.77%			10.59%			9.92%	
Collection Executive	Salary	10,900	17,300	32,400	12,000	17,800	35,000	11,700	19,200	37,300
	Var		5.89%			6.74%			11.08%	

Administration / Operations										
Data Entry Operator	Salary	10,100	13,700	19,700	10,500	15,800	21,700	9,500	13,900	19,900
	Var		5.65%			8.01%			5.39%	
Receptionist	Salary	11,900	17,200	23,500	11,600	18,800	32,000	14,500	19,300	29,900
	Var		4.69%			4.84%			12.61%	
Administration Executive	Salary	17,500	24,300	36,700	16,800	25,600	38,700	15,200	25,300	38,000
	Var		6.48%			4.67%			11.70%	

Blue Collar										
Operator	Salary	8,100	10,800	13,000	9,500	11,400	17,000	6,900	8,700	14,800
	Var		6.47%			5.19%			6.77%	
Mechanic	Salary	9,700	13,000	18,400	11,000	14,100	19,800	9,900	13,400	19,400
	Var		4.76%			4.86%			5.84%	

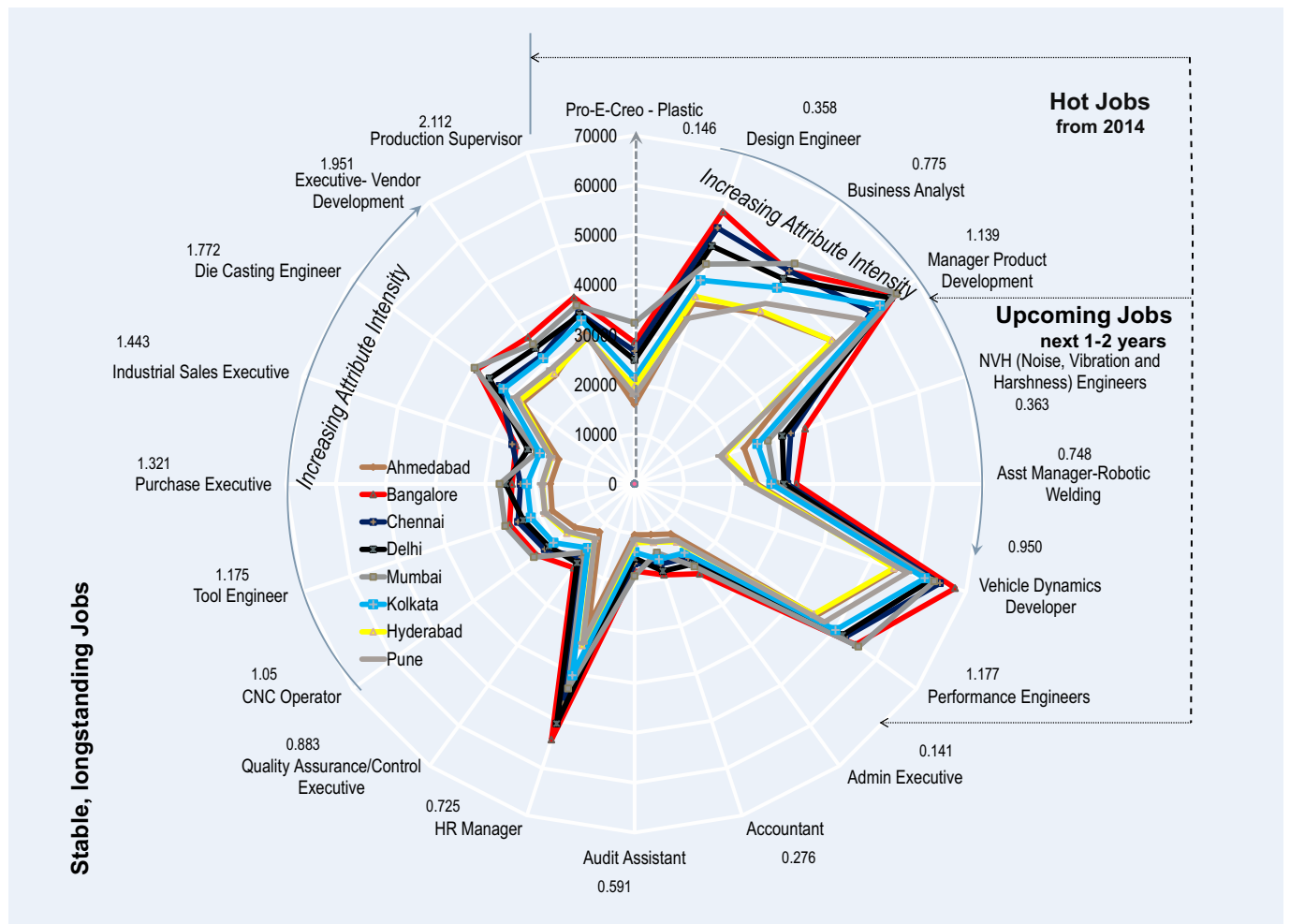
Engineering										
Mechanical Engineer	Salary	9,800	12,900	24,000	15,400	22,700	36,600	14,500	19,800	37,300
	Var		7.29%			13.41%			16.78%	
AutoCAD Engineer	Salary	13,800	19,100	46,200	16,800	26,400	40,500	17,400	28,700	48,500
	Var		8.51%			6.90%			6.66%	
Executive	Salary	18,000	24,500	46,500	20,100	31,500	50,400	22,800	32,700	56,200
	Var		5.71%			4.44%			8.24%	

HR										
Executive Assistant	Salary	12,000	16,300	30,900	14,900	22,700	29,500	13,400	18,900	33,800
	Var		5.26%			8.60%			14.30%	
Recruiter	Salary	14,200	17,900	38,000	16,200	25,400	40,900	15,900	23,000	38,200
	Var		6.15%			5.25%			8.24%	
HR Executive	Salary	16,600	25,900	40,100	18,100	23,900	43,700	17,500	22,000	34,100
	Var		2.38%			5.58%			11.08%	

IT										
Developer	Salary			62,700	21,000	31,500	62,500	27,400	43,000	71,000
	Var		11.41%			9.50%			6.47%	
IT Manager	Salary	30,000				44,600	97,600	32,000	48,400	109,300
	Var		7.59%			7.24%			9.13%	

Sales and Marketing										
Purchase Executive	Salary	9,500	13,400	22,000	19,100	23,300	39,500	15,400	22,300	34,700
	Var		5.06%			5.15%			4.52%	
Marketing Executive	Salary	19,900	25,800	47,500	20,100	33,200	54,300	21,000	30,500	37,700
	Var		6.95%			6.30%			6.22%	
Sales Executive	Salary	14,600	26,500	42,900	20,900	29,200	49,600	18,400	25,400	43,200
	Var		9.30%			7.23%			8.97%	

Job Salary Skill Trends - Automobile and Allied Industries

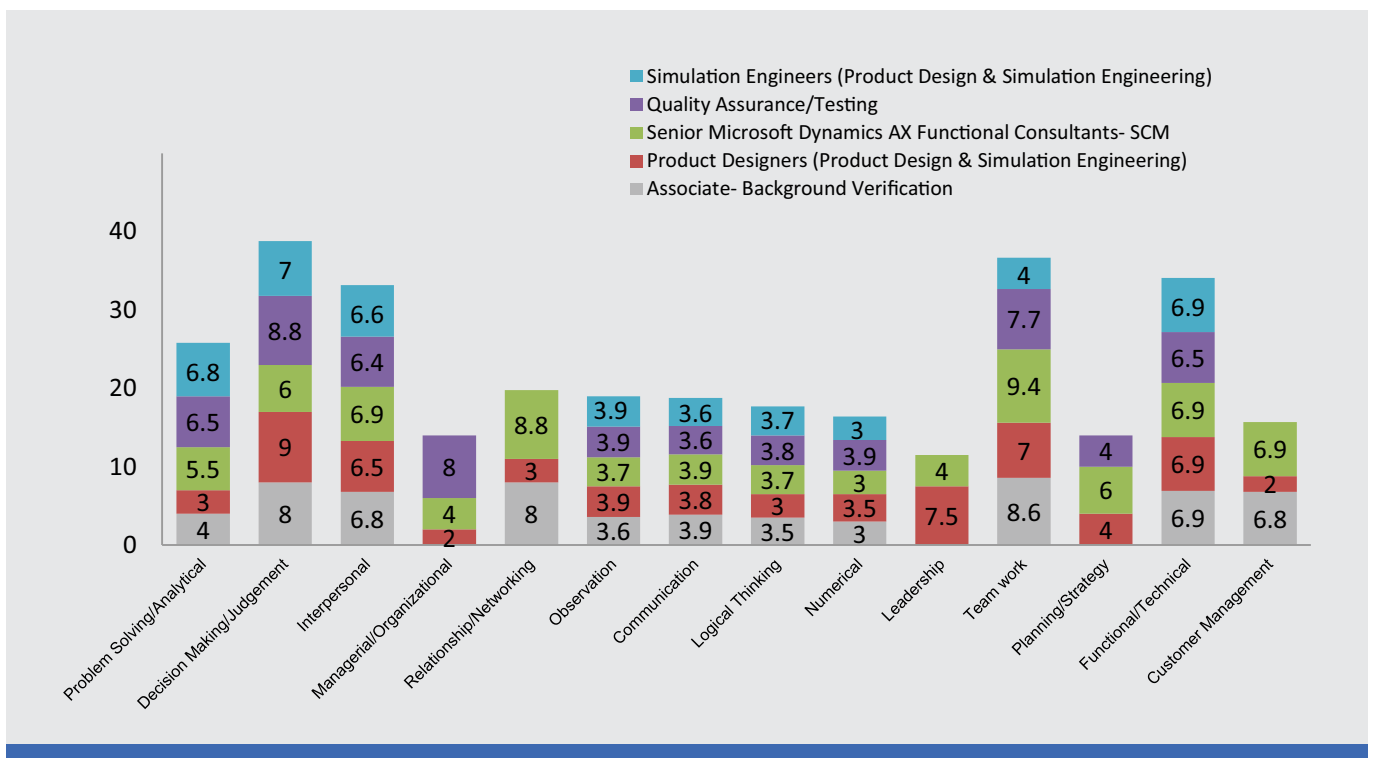


FMCD: Fast Moving Consumer Durables

	City	Profile/Salary Growth/Gap between Temp & Perm
Top salaries paid	Pune	SAP Consultant, Project & Service Engineer
	Hyderabad	
	Delhi	
Highest salary growth (annualized)	Delhi	12.51%
	Bangalore	11.53%
	Pune	11.51%
Narrowest gap (between temp and perm salaries)	Chandigarh	2.17%
	Ahmedabad	2.54%
	Pune	2.71%

- Salary growth rates spike to new highs in the FMCD industry, giving further credence to the consumer transformation story.
- The high, double digit, salary growth rates are even more widespread than during the previous year.
- The temp versus perm variance measure is also favourably truncated this year compared to the last.
- Newer job categories emerge on the horizon for the FMCD industry, a welcome development from the inaction on this front.

Skill Attribute Ratings - Fast Moving Consumer Durables

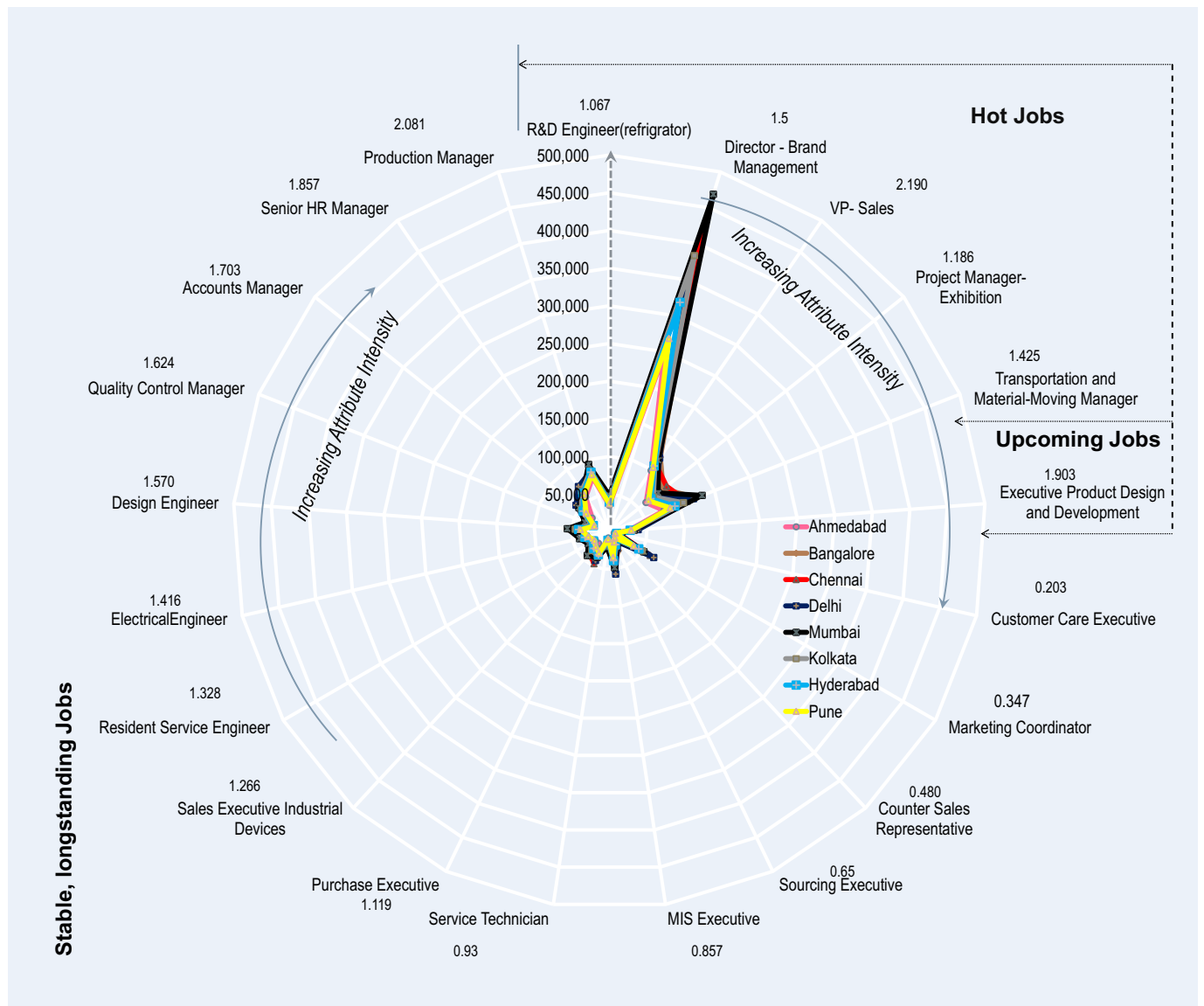


Salary Tables for the industry - Fast Moving Consumer Durables

		Ahmedabad			Bangalore			Chandigarh			Chennai			Delhi		
		0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS
Accounts																
Cashier	Salary	11,000	13,500	26,200	12,300	18,300	28,400	9,100	13,900	20,800	14,300	16,800	20,200	12,500	17,500	29,000
	Var		3.77%			3.15%			2.84%			4.62%			4.57%	
Accounts Assistant	Salary	10,900	14,600	30,000	15,800	21,100	38,700	12,100	14,800	29,200	10,800	17,600	29,900	12,600	18,300	33,900
	Var		4.24%			3.81%			6.59%			7.17%			3.38%	
Accounts Executive	Salary	13,600	20,500	36,600	19,500	28,500	41,800	13,400	21,000	36,000	14,000	21,600	36,500	16,400	24,300	38,400
	Var		5.56%			4.52%			3.79%			5.38%			3.25%	
Administration/Operations																
Receptionist	Salary	8,000	13,200	25,900	9,600	14,800	28,600	7,900	13,300	21,400	12,300	15,900	25,400	12,000	19,400	32,100
	Var		5.73%			4.17%			3.46%			3.07%			5.00%	
Store Keeper	Salary	7,600	12,000	21,400	14,800	17,700	26,200	13,000	16,100	20,500	11,200	13,800	21,700	14,700	22,700	30,200
	Var		8.01%			5.92%			5.19%			5.22%			5.99%	
Supervisor	Salary	11,800	16,000	31,500	13,100	16,900	30,100	10,900	18,500	25,600	13,500	16,700	22,900	18,800	24,900	44,500
	Var		8.59%			4.92%			7.94%			4.83%			4.87%	
Blue Collar																
Loader and Picker	Salary	8,700	10,600	15,200	10,500	12,700	16,400	10,200	13,300	17,900	7,300	8,700	12,500	7,700	11,000	16,900
	Var		5.76%			3.03%			3.67%			3.41%			4.24%	
Packing Assistant	Salary	8,500	11,300	14,300	7,100	7,400	15,500	9,600	12,500	16,500	5,800	9,600	12,200	9,900	10,000	14,600
	Var		3.94%			3.98%			7.57%			8.63%			9.48%	
Office Assistant Support	Salary	9,300	11,900	15,100	9,300	15,200	20,600	9,300	12,800	16,200	7,700	11,300	16,500	9,900	11,900	18,900
	Var		8.03%			4.64%			4.28%			5.16%			5.48%	
Support services																
Customer Sales Associate	Salary	7,900	13,200	20,800	9,900	15,000	23,000	9,000	12,300	18,200	10,700	11,700	17,800	12,400	18,000	23,300
	Var		4.03%			3.99%			3.25%			10.16%			10.39%	
Customer Care Executive	Salary	9,500	12,200	20,900	13,000	14,700	25,800	10,600	14,900	20,600	11,200	13,700	18,800	14,300	16,800	25,200
	Var		4.52%			3.76%			5.16%			5.66%			6.03%	
Customer Relationship Executive	Salary	11,000	14,500	21,200	10,900	19,800	23,100	10,000	15,200	19,900	12,000	14,200	21,800	14,600	18,000	27,900
	Var		5.19%			3.88%			3.40%			12.21%			7.73%	
Engineering																
Technician	Salary	7,100	9,300	14,400	11,000	14,900	20,500	9,100	11,600	16,500	10,200	12,200	15,200	11,900	15,600	22,200
	Var		9.11%			4.34%			4.67%			12.36%			4.07%	
Mechanical Engineer	Salary	12,000	13,300	27,200	14,000	20,800	29,900	11,200	16,600	24,500	12,900	17,200	23,900	12,400	19,900	29,100
	Var		5.29%			7.84%			6.81%			2.90%			2.85%	
Project and Service Engineer	Salary	15,900	19,900	36,900	18,700	23,300	41,300	16,100	22,800	32,500	15,600	23,900	40,600	16,500	25,300	36,300
	Var		3.58%			6.32%			4.55%			5.65%			8.09%	
HR																
Executive Assistant	Salary	13,600	16,200	22,500	18,800	22,800	32,000	13,800	15,900	26,300	15,800	19,700	28,400	15,500	22,600	38,400
	Var		6.62%			4.05%			3.35%			7.49%			4.48%	
HR Executive	Salary	15,900	23,000	27,700	21,600	32,700	39,600	17,500	22,200	30,700	21,700	28,300	42,800	20,100	25,500	44,200
	Var		9.61%			5.04%			6.27%			11.14%			5.24%	
IT																
IT Executive	Salary	10,300	13,300	25,600	14,000	20,200	40,400	11,600	14,200	25,400	12,900	19,700	28,700	15,100	23,000	47,700
	Var		4.54%			9.40%			7.44%			8.75%			4.44%	
Hardware Engineer	Salary	13,500	17,500	32,700	18,800	28,400	45,400	13,700	22,300	35,300	19,500	27,500	45,100	20,900	27,300	60,100
	Var		5.93%			8.42%			5.03%			6.86%			10.50%	
SAP Consultant	Salary	14,300	24,500	45,100	23,100	32,500	58,200	15,200	25,400	50,400	21,500	29,800	47,900	22,700	34,000	64,300
	Var		2.54%			6.24%			10.72%			7.05%			7.57%	
Sales and Marketing																
Direct Sales Executive	Salary	7,700	10,100	17,600	9,700	11,100	22,600	6,600	11,600	15,800	7,000	9,300	18,400	9,200	12,700	23,900
	Var		3.36%			12.21%			2.17%			4.72%			5.05%	
Retail Executive	Salary	10,400	12,500	19,900	12,000	13,600	24,300	11,400	15,700	27,200	11,000	15,800	24,200	14,600	19,000	33,800
	Var		12.92%			5.86%			9.36%			5.69%			2.93%	
Sales Executive	Salary	14,000	19,100	29,800	18,200	19,200	39,000	17,800	22,500	35,700	14,000	18,700	35,300	15,300	22,500	44,300
	Var		10.31%			4.46%			4.50%			6.71%			3.35%	

	Hyderabad			Kolkata			Lucknow			Mumbai			Pune			
	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	
Accounts																
Cashier	Salary	14,700	18,100	25,600	10,700	14,300	22,800	10,600	17,200	24,400	16,000	18,200	30,700	13,500	17,000	26,800
	Var		6.95%			3.67%			3.65%			3.80%			3.41%	
Accounts Assistant	Salary	12,100	18,800	30,900	11,200	17,000	29,800	12,100	16,400	29,100	12,500	19,700	34,000	12,100	22,200	38,400
	Var		7.12%			5.02%			3.06%			8.32%			5.54%	
Accounts Executive	Salary	14,600	22,700	37,400	14,000	19,100	37,000	13,600	19,700	34,800	16,800	25,500	46,300	14,200	23,000	41,900
	Var		5.34%			7.12%			7.49%			4.92%			7.72%	
Administration/Operations																
Receptionist	Salary	10,800	17,600	28,000	10,800	17,100	29,700	12,600	17,700	26,600	16,100	22,500	36,600	16,100	20,800	29,400
	Var		5.73%			11.49%			8.80%			9.96%			5.52%	
Store Keeper	Salary	12,100	17,600	24,700	11,400	20,800	26,600	12,100	17,000	20,900	12,700	16,200	21,700	13,200	19,000	26,100
	Var		6.28%			3.59%			5.61%			12.11%			5.10%	
Supervisor	Salary	16,500	20,200	35,100	13,600	17,700	27,100	14,600	20,400	26,100	17,900	22,700	31,000	18,500	24,400	37,600
	Var		3.42%			4.29%			12.77%			3.25%			4.45%	
Blue Collar																
Loader and Picker	Salary	7,900	9,100	12,400	9,100	12,600	20,200	6,500	8,000	12,800	12,300	15,300	20,400	12,400	14,600	18,800
	Var		2.68%			9.47%			4.37%			4.47%			4.87%	
Packing Assistant	Salary	8,800	11,600	13,300	7,100	9,900	12,800	6,300	8,900	12,500	11,800	14,300	20,000	14,400	18,700	21,900
	Var		5.57%			9.16%			10.81%			4.73%			7.56%	
Office Assistant Support	Salary	9,400	13,200	15,500	11,100	13,200	18,700	8,200	10,600	14,900	13,900	21,500	23,000	14,300	18,100	22,200
	Var		10.10%			4.03%			8.91%			4.63%			4.66%	
Support services																
Customer Sales Associate	Salary	6,500	9,700	17,900	11,200	14,000	20,000	9,200	11,200	15,600	10,100	17,200	20,000	9,300	12,600	19,700
	Var		7.56%			10.39%			5.73%			3.72%			3.58%	
Customer Care Executive	Salary	10,000	15,900	20,900	10,900	14,600	19,900	10,300	13,500	16,800	12,100	18,800	24,800	14,400	17,600	27,100
	Var		7.05%			6.13%			10.73%			2.76%			10.09%	
Customer Relationship Executive	Salary	10,700	13,900	20,000	13,200	15,200	23,100	12,900	16,500	20,200	13,800	19,400	30,400	17,400	21,000	31,500
	Var		4.39%			9.56%			12.35%			6.03%			5.43%	
Engineering																
Technician	Salary	12,700	13,700	18,400	10,800	11,700	18,100	10,400	13,800	17,100	12,100	19,100	19,600	10,800	16,700	21,700
	Var		3.27%			14.25%			3.67%			4.29%			6.33%	
Mechanical Engineer	Salary	14,300	18,400	19,800	12,300	14,100	23,400	13,800	16,400	19,600	12,400	18,100	23,100	14,500	20,900	29,100
	Var		2.91%			7.49%			9.91%			2.83%			3.97%	
Project and Service Engineer	Salary	14,600	23,100	34,400	15,900	22,900	33,300	15,000	22,300	27,100	19,600	23,900	42,300	19,700	23,800	35,100
	Var		3.81%			3.61%			6.99%			6.20%			4.41%	
HR																
Executive Assistant	Salary	10,900	13,900	24,900	16,700	23,200	24,700	13,700	15,800	22,900	18,100	22,000	29,100	15,900	24,900	37,600
	Var		5.40%			3.54%			13.53%			12.29%			4.84%	
HR Executive	Salary	16,400	25,100	43,000	16,600	21,600	33,300	15,000	17,200	28,200	20,100	27,500	44,700	19,600	23,900	44,500
	Var		3.86%			12.35%			3.19%			5.57%			6.18%	
IT																
IT Executive	Salary	15,000	23,300	41,200	12,700	16,500	31,500	13,500	15,700	31,600	18,600	22,200	44,500	16,500	23,700	41,100
	Var		4.48%			4.10%			8.90%			3.24%			4.44%	
Hardware Engineer	Salary	21,200	31,600	47,300	13,200	19,100	34,600	15,000	20,700	35,300	15,300	25,100	44,100	19,300	26,900	56,400
	Var		5.84%			9.69%			4.02%			6.66%			3.95%	
SAP Consultant	Salary	21,700	32,600	66,400	16,100	25,400	50,400	15,800	23,600	44,100	19,400	31,300	55,800	21,600	23,200	67,400
	Var		3.28%			8.37%			4.55%			3.10%			3.85%	
Sales and Marketing																
Direct Sales Executive	Salary	10,400	12,800	19,900	7,000	8,100	19,700	6,000	7,600	13,300	12,900	16,500	26,100	11,500	16,800	22,500
	Var		7.20%			5.82%			6.69%			4.33%			10.23%	
Retail Executive	Salary	12,500	16,100	28,200	11,100	15,200	24,200	9,300	13,500	21,000	12,700	17,600	36,100	11,600	17,200	28,800
	Var		6.87%			4.20%			5.42%			5.27%			2.71%	
Sales Executive	Salary	13,900	18,900	35,900	12,500		33,600	14,500	17,900	33,000	16,200	21,800	45,800	15,400	21,400	36,800
	Var		4.44%			14.07%			6.87%			5.16%			6.47%	

Job Salary Skill Trends - Fast Moving Consumer Durables

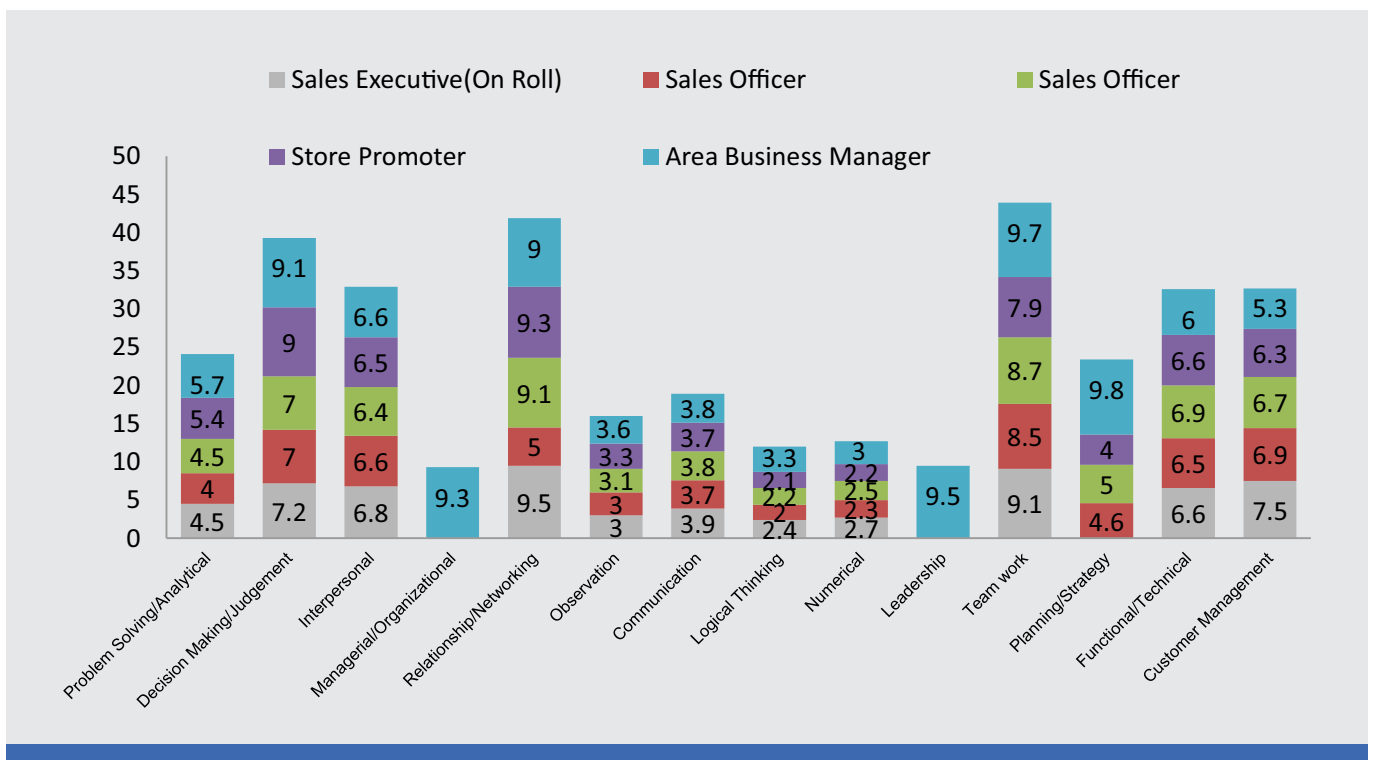


FMCG: Fast Moving Consumer Goods

	City	Profile/Salary Growth/Gap between Temp & Perm
Top salaries paid	Mumbai	Accounts Executive, Finance Executive
	Pune	I.T. Executive, Finance Executive
	Kolkata	Finance Executive
Highest salary growth (annualized)	Mumbai	13.59%
	Pune	10.86%
	Hyderabad	10.60%
Narrowest gap (between temp and perm salaries)	Ahmedabad	2.21%
	Chennai	2.27%
	Bangalore	3.11%

- Growth rates are consistently kept up by the FMCG industry, with Mumbai overshadowing other cities on both payouts and growth rates.
- The results-orientation of the industry is evident, yet again, with the frontline and critical finance roles being rewarded better than the others.
- With the digital medium growing in stature the industry is investing in new talent and technology.
- The temp-versus-perm salary variance has dipped substantially and across cities..

Skill Attribute Ratings - Fast Moving Consumer Goods



Salary Tables for the industry - Fast Moving Consumer Goods

		Ahmedabad			Bangalore			Chandigarh			Chennai			Delhi		
		0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS
Accounts																
Accounts Executive	Salary	11,900	20,400	38,500	14,700	21,900	50,100	13,400	18,900	42,200	15,600	21,000	39,700	15,700	22,900	41,100
	Var		10.32%			3.52%			6.61%			5.85%			12.42%	
Accountant	Salary	13,200	20,700	50,300	14,900	23,300	42,600	15,400	19,900	48,700	15,100	21,400	42,000	15,000	21,100	44,000
	Var		4.86%			5.63%			4.39%			3.96%			10.14%	
Finance Executive	Salary	14,500	25,100	48,300	18,000	25,600	52,400	18,400	27,500	49,200	19,200	23,100	52,200	20,900	27,900	61,500
	Var		6.42%			7.06%			4.03%			5.25%			5.81%	
Administration / Operations																
Store Keeper	Salary	12,300	12,900	20,800	10,300	15,800	25,000	8,300	11,100	24,300	9,500	13,000	23,800	12,800	15,000	24,700
	Var		3.63%			3.42%			4.60%			8.83%			3.84%	
Administration Back Office Coordinator	Salary	8,500	12,100	17,600	12,500	17,100	26,300	11,500	13,300	23,800	10,800	13,700	23,400	13,300	19,500	26,100
	Var		5.30%			7.91%			4.20%			3.28%			9.84%	
MIS Executive	Salary	10,500	14,600	24,700	13,500	19,400	32,700	16,000	20,300	35,900	16,800	23,900	32,200	20,300	26,700	42,100
	Var		4.76%			4.48%			8.52%			7.58%			5.05%	
Blue Collar																
Packing Assistant	Salary	6,400	8,800	14,800	10,500	11,300	20,700	8,900	11,500	20,900	9,300	10,700	14,900	8,600	11,000	20,700
	Var		3.84%			8.16%			5.03%			10.28%			7.29%	
Delivery Personnel	Salary	7,800	10,700	16,100	9,800	12,200	20,600	9,300	11,600	20,600	7,900	10,000	16,500	11,500	13,800	20,800
	Var		2.21%			4.69%			4.60%			5.36%			9.58%	
Support Services																
Customer Care Executive	Salary	9,300	13,600	23,400	9,900	13,900	28,100	9,000	12,900	27,300	8,400	13,900	27,600	10,000	13,800	28,600
	Var		5.97%			3.19%			3.42%			3.73%			7.50%	
Engineering																
Service Engineer	Salary	6,100	8,200	17,600	7,400	11,200	25,000	6,700	8,800	15,600	9,200	9,100	20,900	7,700	10,200	20,700
	Var		3.80%			10.03%			5.14%			5.12%			7.73%	
Research Executive	Salary	13,000	16,100	27,400	17,000	22,800	46,400	14,200	20,300	33,400	16,900	17,800	30,600	12,700	19,500	39,800
	Var		3.46%			3.43%			6.19%			3.42%			4.76%	
HR																
HR Assistant	Salary	11,600	15,600	25,800	13,000	20,000	33,500	11,800	15,500	24,200	11,600	16,000	27,500	14,300	17,100	36,500
	Var		8.63%			4.68%			4.92%			7.61%			3.16%	
Recruitment Executive	Salary	12,600	20,800	39,100	16,800	24,200	44,100	16,100	22,000	45,000	15,300	20,700	40,200	18,900	22,700	43,200
	Var		4.05%			6.80%			7.92%			3.27%			4.78%	
HR Executive	Salary	18,000	23,500	39,700	20,900	26,700	49,000	18,700	23,300	34,800	16,500	23,500	33,600	22,100	26,700	49,200
	Var		6.52%			5.20%			3.13%			4.77%			5.99%	
IT																
IT Trainer	Salary	13,700	24,100	41,300	20,200	28,600	59,800	12,900	19,600	45,100	15,500	23,600	46,800	16,000	22,400	47,200
	Var		4.69%			3.11%			10.07%			7.72%			4.48%	
IT Executive	Salary	17,600	23,800	33,400	22,400	30,300	47,300	20,200	22,700	45,200	20,900	25,700	46,300	24,100	38,900	56,100
	Var		4.18%			7.01%			5.53%			3.31%			10.11%	
Sales and Marketing																
Direct Sales Executive	Salary	9,700	9,600	16,500	9,900	10,700	25,600	8,000	10,400	13,800	7,400	12,200	21,000	10,400	15,500	24,700
	Var		3.59%			7.05%			6.92%			3.55%			10.64%	
Sales Executive	Salary	10,200	12,000	23,500	11,300	13,700	11,300	12,100	14,200	27,000	10,800	14,500	25,700	11,500	16,300	29,900
	Var		7.55%			6.13%			6.76%			4.53%			6.66%	
Team Leader Sales	Salary	14,100	15,000	32,900	15,400	21,400	37,600	12,400	16,400	28,000	13,700	20,700	32,800	17,100	23,500	48,000
	Var		3.99%			4.24%			8.35%			2.27%			8.84%	

	Hyderabad			Kolkata			Mumbai			Pune		
	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS

Accounts													
Accounts Executive	Salary	15,000	22,000	42,700	10,500	17,900	41,600	14,500	23,800	58,400	13,000	19,500	36,100
	Var		4.41%			6.86%			4.50%			7.72%	
Accountant	Salary	16,600	23,300	44,500	12,800	21,700	62,900	16,400	27,800	66,600	13,600	21,600	40,500
	Var		3.57%			7.91%			3.95%			4.99%	
Finance Executive	Salary	17,200	26,600	52,900	15,400	25,700	49,900	22,100	29,400	58,400	16,100	23,100	47,300
	Var		10.98%			4.52%			8.09%			5.29%	

Administration / Operations													
Store Keeper	Salary	8,400	9,900	17,000	8,800	11,000	18,300	15,300	17,400	28,800	11,000	12,400	25,800
	Var		7.52%			3.35%			8.61%			4.94%	
Administration Back Office Coordinator	Salary	11,900	14,000	23,300	11,800	15,800	29,700	14,400	19,900	30,100	13,500	15,600	21,400
	Var		9.77%			6.80%			4.82%			6.24%	
MIS Executive	Salary	17,700	20,400	35,700	15,300	18,600	31,400	20,200	23,200	47,100	16,400	20,200	32,400
	Var		7.86%			6.56%			4.14%			12.53%	

Blue Collar													
Packing Assistant	Salary	7,000	9,400	17,900	6,900	8,700	15,900	11,300	14,000	25,500	7,800	9,200	19,200
	Var		8.45%			4.73%			6.99%			7.98%	
Delivery Personnel	Salary	8,500	11,100	17,300	7,700	10,400	16,300	11,100	13,800	22,100	7,900	10,900	20,800
	Var		6.50%			5.03%			3.37%			5.67%	

Support Services													
Customer Care Executive	Salary	8,400	11,500	25,200	8,600	11,900	24,700	11,900	17,400	36,700	9,700	13,900	29,100
	Var		6.69%			4.73%			4.87%			8.42%	

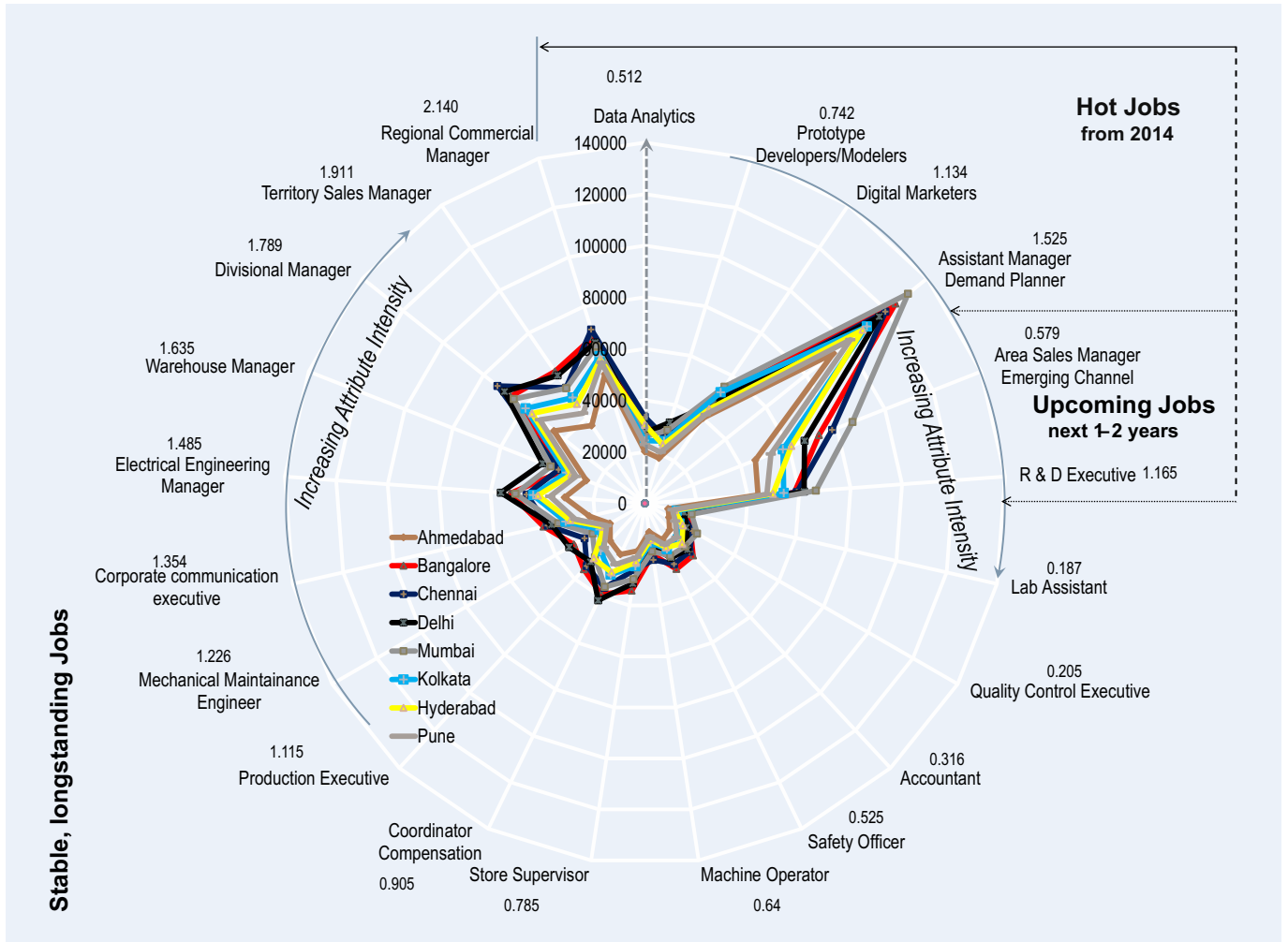
Engineering													
Service Engineer	Salary	7,900	9,500	22,700	8,600	11,400	19,400	11,200	12,300	24,000	8,000	8,200	17,500
	Var		4.52%			5.47%			7.94%			4.34%	
Research Executive	Salary	14,400	22,900	33,500	13,700	18,800	34,800	16,700	24,600	54,900	13,400	16,400	26,600
	Var		3.35%			7.51%			4.95%			6.90%	

HR													
HR Assistant	Salary	11,500	15,900	29,700	12,700	16,400	30,900	12,200	15,900	31,900	13,100	20,400	31,600
	Var		3.20%			3.74%			4.48%			3.64%	
Recruitment Executive	Salary	16,700	24,100	40,900	14,600	20,600	33,300	15,400	24,700	45,400	15,400	23,000	44,200
	Var		3.43%			6.11%			3.38%			10.86%	
HR Executive	Salary	19,000	27,200	44,500	16,100	24,800	36,500	24,400	37,000	55,000	18,600	27,100	44,400
	Var		4.72%			5.85%			3.44%			4.47%	

IT													
IT Trainer	Salary	16,600	23,000	45,300	11,600	20,500	38,800	14,900	27,600	49,300	17,900	32,000	47,300
	Var		3.44%			5.62%			4.24%			3.46%	
IT Executive	Salary	24,800	31,700	54,400	19,700	29,900	49,300	24,000	28,400	56,800	22,200	28,500	64,000
	Var		3.61%			3.45%			6.52%			6.68%	

Sales and Marketing													
Direct Sales Executive	Salary	9,100	12,700	22,000	8,500	11,500	17,500	14,200	20,600	32,600	10,500	16,800	31,300
	Var		3.36%			4.92%			4.12%			3.31%	
Sales Executive	Salary	10,600	13,100	27,600	-	12,800	25,000	10,700	14,200	29,000	10,800	14,600	27,400
	Var		6.03%			10.33%			3.26%			11.18%	
Team Leader Sales	Salary	14,400	17,400	36,400	14,000	19,600	35,500	17,800	19,800	45,700	14,600	20,400	36,200
	Var		6.60%			3.63%			4.95%			4.17%	

Job Salary Skill Trends - Fast Moving Consumer Goods

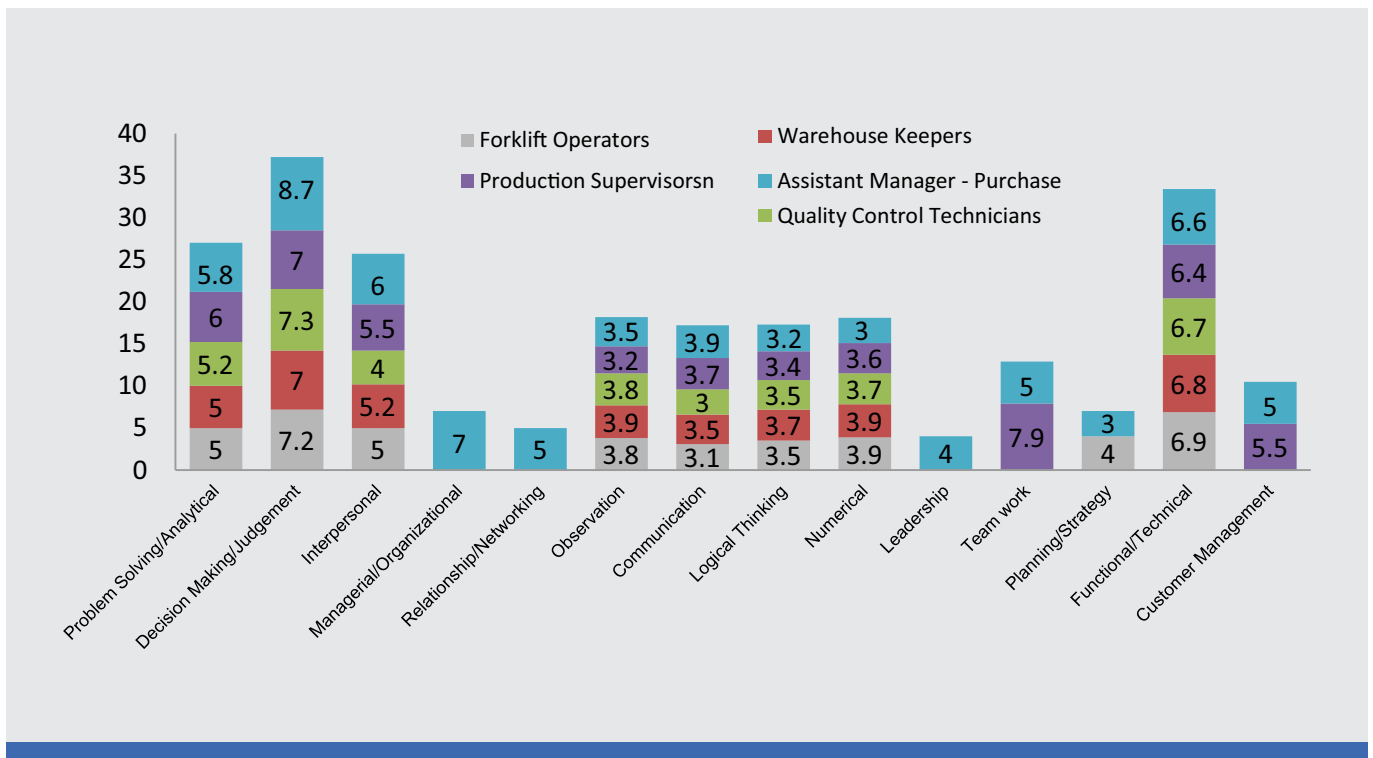


Industrial Manufacturing and Allied

	City	Profile/Salary Growth/Gap between Temp & Perm
Top salaries paid	Mumbai	I.T. Executive, Systems Engineer, Engineer Draftsman
	Delhi	
	Bangalore	I.T. Executive, Systems Engineer
Highest salary growth (annualized)	Chandigarh	10.05%
	Pune	9.80%
	Mumbai	8.42%
Narrowest gap (between temp and perm salaries)	Chennai	2.56%
	Kolkata	2.64%
	Hyderabad	2.83%

- The Industrial Manufacturing & Allied industry sticks to conservatism in general but rewards selectively, at the same time.
- Besides the technological talent advantage the industry has been investing in it is also on a keen hunt for managerial talent.
- The orientation to hire and nurture talent for the future is not as intense as in the other industries.

Skill Attribute Ratings - Industrial Manufacturing and Allied



Salary Tables for the industry - Industrial Manufacturing and Allied

		Ahmedabad			Bangalore			Chandigarh			Chennai			Delhi		
		0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS
Accounts																
Purchase Executive	Salary	11,000	17,200	24,500	14,000	20,400	31,000	12,100	19,600	25,600	14,600	18,900	24,900	11,700	17,000	31,600
	Var		2.75%			1.71%			1.06%			1.39%			9.70%	
Accounts Assistant	Salary	11,700	18,200	26,900	12,400	25,500	34,600	12,300	22,600	32,200	13,000	22,900	32,100	11,800	21,500	41,200
	Var		2.87%			3.01%			1.57%			1.63%			5.16%	
Cashier	Salary	12,300	18,000	28,300	13,100	21,600	37,000	11,500	23,700	38,500	19,700	25,400	37,400	16,300	23,500	35,100
	Var		10.95%			4.15%			3.98%			1.14%			9.13%	
Administration																
Data Entry Operator	Salary	7,500	10,300	14,000	8,300	11,700	17,100	7,400	10,200	15,300	7,300	10,600	13,300	8,500	12,500	18,300
	Var		2.63%			3.23%			2.09%			2.58%			5.03%	
Store Keeper	Salary	7,400	9,000	15,700	10,400	14,400	20,100	9,400	17,100	20,500	11,300	14,500	22,400	12,100	16,400	25,500
	Var		3.63%			4.13%			3.35%			1.13%			4.16%	
Supervisor	Salary	17,100	22,000	30,600	14,900	20,900	30,700	18,000	24,500	30,500	16,200	24,600	32,700	14,200	23,100	33,300
	Var		6.92%			5.35%			7.61%			2.99%			7.64%	
Blue Collar																
Admin Helper	Salary	8,800	10,000	13,500	7,600	9,900	16,000	6,800	9,400	12,600	7,200	9,300	12,700	6,800	8,700	14,500
	Var		3.74%			2.66%			2.58%			3.35%			2.72%	
Office Assistant Support	Salary	9,400	10,700	13,600	10,300	11,700	15,700	10,900	13,100	17,500	8,300	11,100	14,800	9,000	11,800	17,700
	Var		10.66%			8.03%			7.24%			1.65%			4.84%	
Operator	Salary	11,700	14,700	19,700	15,000	16,800	22,800	10,000	15,200	22,600	13,800	17,400	23,000	11,600	16,900	26,200
	Var		3.84%			2.94%			6.96%			2.88%			5.07%	
Support Services																
Customer service Executive	Salary	10,500	18,500	27,000	11,400	16,100	32,200	10,500	14,000	20,000	10,700	15,700	23,200	11,700	19,200	31,000
	Var		5.87%			4.65%			6.96%			1.53%			5.80%	
Customer Care Executive	Salary	9,600	14,400	24,200	11,800	16,500	31,900	10,200	13,700	22,100	13,600	20,800	27,900	11,900	16,700	30,300
	Var		5.16%			7.21%			2.40%			2.59%			8.49%	
Production / Engineering																
Technician	Salary	9,500	12,400	26,300	11,300	18,500	28,700	6,500	13,400	19,000	11,500	19,000	25,100	10,300	16,700	31,300
	Var		7.02%			6.08%			2.80%			1.12%			4.82%	
Production Engineer	Salary	14,800	20,900	32,800	21,900	31,900	39,900	16,800	25,400	34,900	17,500	28,800	42,600	17,200	27,800	36,900
	Var		4.04%			3.01%			4.34%			1.60%			1.20%	
Engineer Draftman	Salary	16,300	21,200	27,400	16,000	23,700	40,200	17,100	26,900	36,200	16,000	28,200	42,900	17,100	31,900	44,900
	Var		3.45%			2.92%			4.25%			1.38%			1.67%	
HR																
HR Assistant	Salary	13,000	17,000	24,300	14,200	18,500	30,100	12,400	15,900	23,900	13,900	18,000	29,100	14,000	19,600	30,600
	Var		3.56%			2.70%			3.88%			1.21%			3.67%	
Recruitment Executive	Salary	12,700	18,500	22,300	20,200	27,400	33,100	14,200	19,100	30,300	12,500	19,400	30,500	14,100	21,100	30,900
	Var		3.73%			2.57%			1.68%			1.66%			1.43%	
HR Executive	Salary	16,400	24,000	30,000	23,600	29,700	38,700	18,400	23,800	35,600	15,200	23,000	31,700	17,400	24,900	42,500
	Var		3.68%			2.49%			1.64%			1.63%			1.40%	
IT																
Systems Engineer	Salary	12,800	15,100	26,500	20,200	28,900	47,400	13,600	21,000	32,100	16,100	26,000	36,500	14,300	25,800	50,200
	Var		6.51%			4.21%			2.27%			2.56%			5.75%	
IT Executive	Salary	11,200	16,100	31,400	19,100	31,000	50,300	15,200	21,200	33,500	16,300	26,500	46,400	18,800	24,600	44,600
	Var		1.93%			2.33%			6.61%			3.07%			13.08%	
Sales and Marketing																
Customer Relationship Executive	Salary	8,500	12,500	22,000	11,400	15,700	20,800	9,100	14,000	19,500	8,100	14,500	18,700	7,900	12,400	21,800
	Var		4.90%			5.07%			4.63%			1.16%			4.74%	
Marketing Executive	Salary	11,900	18,800	28,600	20,100	23,900	36,300	17,600	23,700	32,400	18,100	24,000	33,900	17,800	22,200	34,000
	Var		7.34%			4.28%			2.00%			2.77%			3.56%	
Team Leader Sales	Salary	17,000	22,700	32,700	21,900	28,900	42,800	20,700	22,000	36,900	19,700	24,700	35,800	13,100	18,100	44,800
	Var		6.62%			3.75%			2.29%			1.62%			4.76%	

	Hyderabad			Kolkata			Mumbai			Pune		
	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS

Accounts													
Purchase Executive	Salary	11,200	19,300	29,700	11,500	18,600	27,300	11,800	18,600	28,900	14,100	16,600	24,800
	Var		2.27%			1.64%			1.75%			2.73%	
Accounts Assistant	Salary	10,800	17,100	28,600	10,400	16,900	32,400	14,100	19,100	41,900	12,100	22,600	37,600
	Var		3.76%			1.59%			2.73%			3.81%	
Cashier	Salary	17,000	27,400	39,300	17,600	23,800	32,700	21,100	38,700	45,300	14,600	25,200	41,000
	Var		6.20%			1.39%			1.22%			1.98%	

Administration													
Data Entry Operator	Salary	8,300	10,900	14,400	8,400	12,300	14,400	10,700	14,400	20,600	9,700	12,800	16,600
	Var		2.96%			1.72%			4.18%			1.32%	
Store Keeper	Salary	9,300	19,500	22,500	10,000	14,500	22,900	9,800	18,400	29,800	11,600	19,200	26,500
	Var		5.20%			1.76%			3.88%			2.28%	
Supervisor	Salary	13,600	19,700	34,700	15,700	23,200	31,000	21,000	28,900	38,700	15,600	21,000	28,200
	Var		4.93%			1.92%			5.55%			1.36%	

Blue Collar													
Admin Helper	Salary	8,400	11,200	14,500	6,500	8,300	11,900	8,600	9,400	15,800	5,700	6,200	10,100
	Var		5.58%			1.66%			4.80%			1.86%	
Office Assistant Support	Salary	7,600	9,300	13,300	7,900	12,200	17,800	8,500	10,800	18,300	7,200	13,100	18,400
	Var		6.37%			1.27%			6.08%			1.63%	
Operator	Salary	6,800	10,500	16,400	6,600	9,600	17,700	7,800	15,100	22,500	10,400	13,300	22,700
	Var		3.96%			1.72%			1.68%			7.66%	

Support Services													
Customer service Executive	Salary	9,800	14,700	20,800	8,200	13,000	19,900	12,700	21,900	28,300	12,600	18,100	27,800
	Var		2.61%			2.64%			6.07%			1.86%	
Customer Care Executive	Salary	9,300	16,800	28,000	10,900	12,100	24,000	14,500	19,400	38,700	15,700	21,200	27,200
	Var		4.27%			1.52%			4.18%			3.23%	

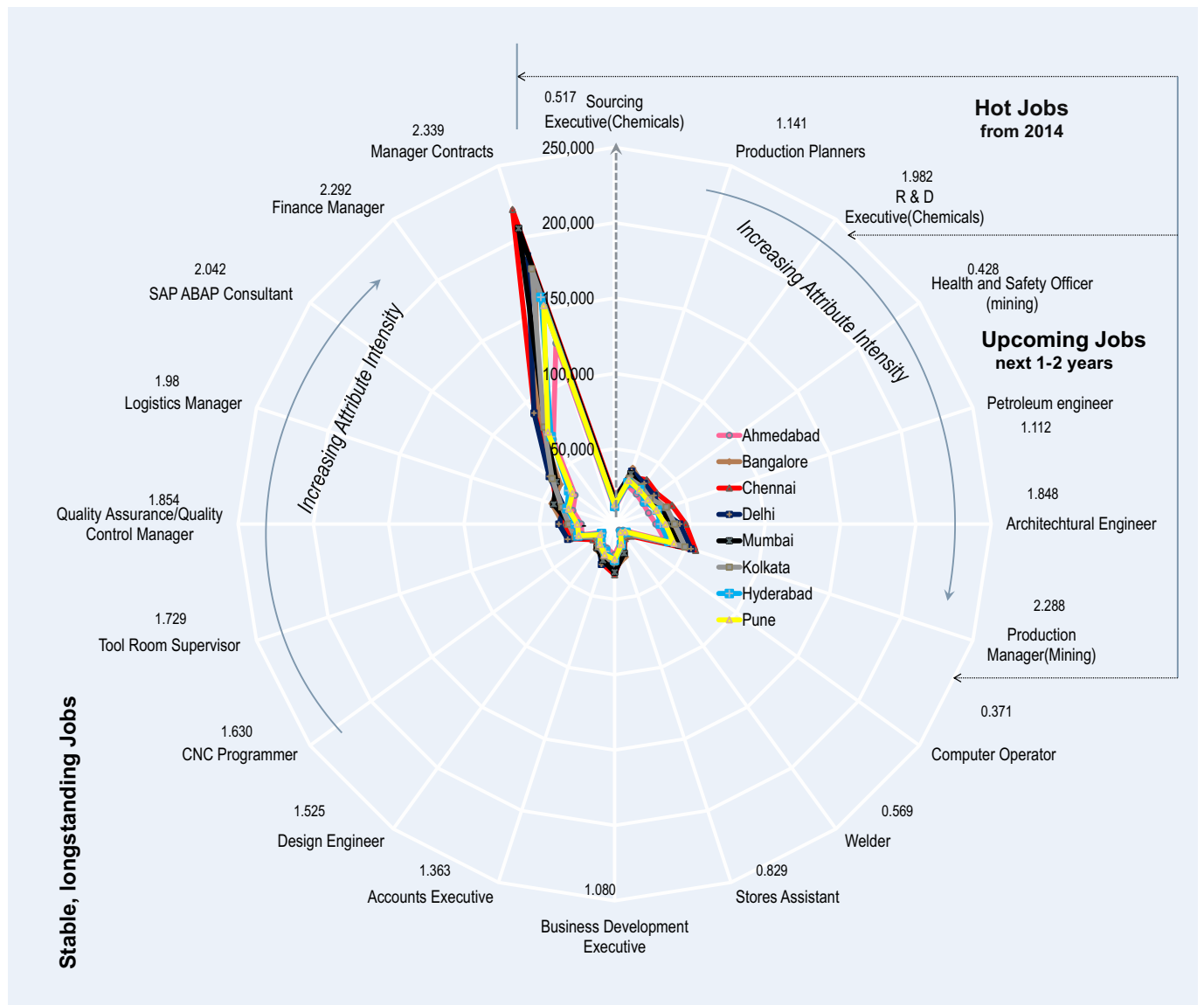
Production / Engineering													
Technician	Salary	9,100	16,200	25,300	11,900	18,400	28,100	15,600	24,400	35,200	13,800	25,600	34,400
	Var		5.35%			2.92%			5.67%			2.19%	
Production Engineer	Salary	16,000	24,600	31,900	19,900	25,800	35,500	18,700	27,900	46,800	21,000	31,700	41,800
	Var		1.40%			2.01%			2.23%			1.95%	
Engineer Draftman	Salary	17,800	24,900	36,500	17,000	24,400	37,600	18,200	25,000	43,100	17,400	32,000	48,200
	Var		0.73%			1.85%			1.57%			1.41%	

HR													
HR Assistant	Salary	12,600	19,200	29,100	8,400	12,300	19,000	10,600	19,700	32,100	9,300	21,300	33,100
	Var		2.83%			3.10%			3.57%			1.98%	
Recruitment Executive	Salary	12,400	18,800	27,700	14,000	22,000	28,500	15,400	22,300	33,000	17,200	25,900	41,200
	Var		1.02%			1.76%			6.21%			3.30%	
HR Executive	Salary	14,100	24,200	35,800	16,700	22,300	35,400	22,700	29,100	36,300	20,100	29,100	41,500
	Var		1.06%			1.69%			5.09%			6.44%	

IT													
Systems Engineer	Salary	11,200	22,300	48,100	14,000	28,000	37,700	14,900	27,300	49,300	16,900	28,100	50,000
	Var		3.79%			1.89%			1.72%			3.25%	
IT Executive	Salary	14,700	22,600	46,000	21,300	28,300	40,900	18,300	31,500	53,100	20,900	31,500	47,700
	Var		2.19%			1.69%			2.11%			3.04%	

Sales and Marketing													
Customer Relationship Executive	Salary	10,000	17,300	23,800	8,800	14,700	20,900	11,700	15,700	25,200	11,400	20,400	27,600
	Var		4.31%			1.63%			2.45%			1.95%	
Marketing Executive	Salary	15,700	20,800	32,100	15,500	23,400	39,800	20,000	23,600	43,300	18,900	23,900	43,700
	Var		2.45%			1.69%			3.49%			1.27%	
Team Leader Sales	Salary	16,900	25,500	37,000	19,600	23,800	33,600	21,000	31,100	51,900	15,600	25,200	46,100
	Var		4.64%			2.11%			2.38%			1.78%	

Job Salary Skill Trends - Industrial Manufacturing and Allied

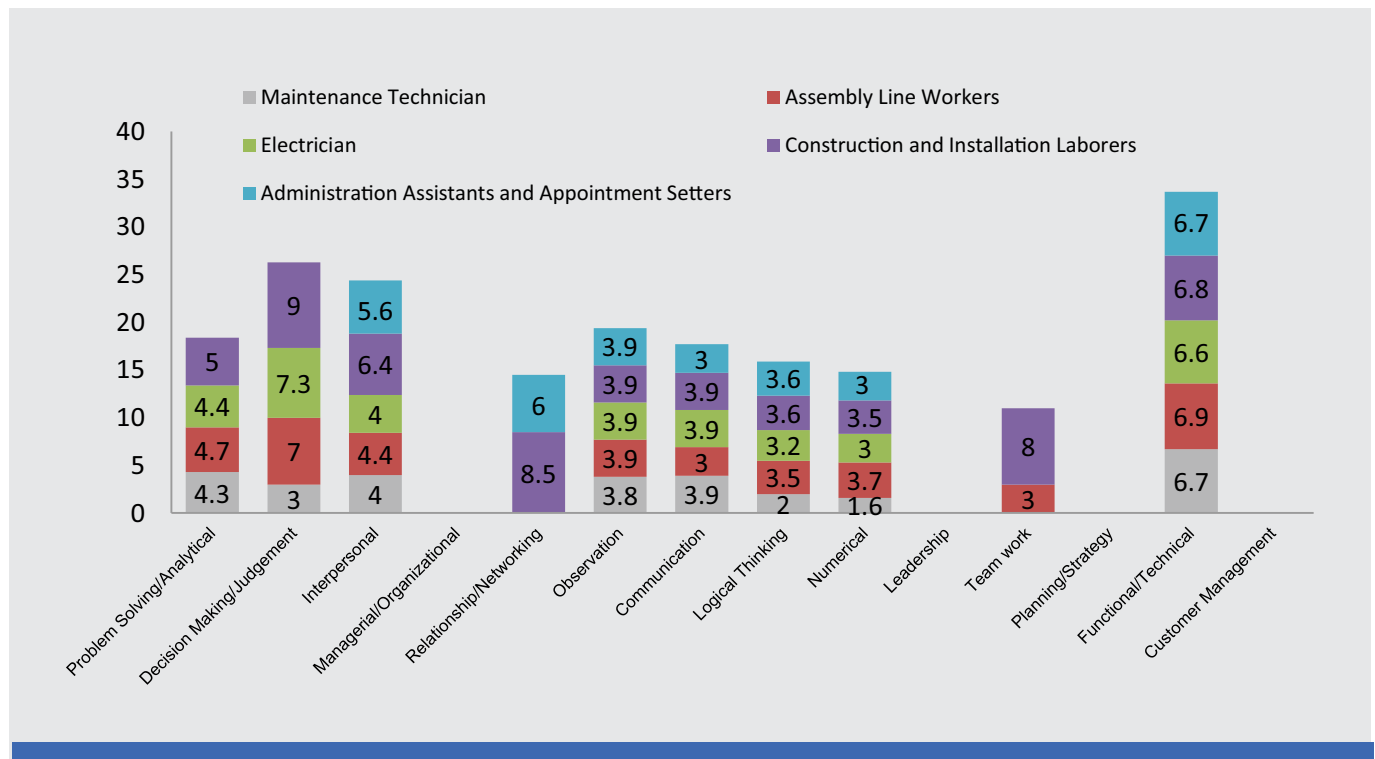


Power and Energy

	City	Profile/Salary Growth/Gap between Temp & Perm
Top salaries paid	Delhi	Design Engineer, SAP Developer
	Mumbai	
	Bangalore	
Highest salary growth (annualized)	Pune	12.55%
	Delhi	11.96%
	Bangalore	11.07%
Narrowest gap (between temp and perm salaries)	Chennai	2.35%
	Mumbai	2.36%
	Delhi	2.42%

- Generous dole outs continue from the decks of the Power & Energy industry, with increments mostly in double digits across cities.
- Handsome salary growth benefits also extend to a wide variety of job profiles, most of which are of the longstanding nature.
- Expectedly then, the industry continues to be disinclined to invest in jobs of the future.

Skill Attribute Ratings - Power and Energy



Salary Tables for the industry - Power and Energy

		Bangalore			Chandigarh			Chennai			Delhi		
		0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS
Accounts													
Accounts Assistant	Salary	17,000	26,600	42,600	11,900	18,900	27,200	13,100	23,600	34,000	19,000	25,800	41,800
	Var		3.89%			2.72%			7.37%			4.13%	
Accountant	Salary	21,200	28,500	54,600	13,500	21,900	34,200	14,700	23,900	37,500	17,800	20,900	48,800
	Var		3.36%			5.36%			4.87%			4.34%	
Finance Assistant	Salary	23,100	32,100	59,300	19,400	26,600	43,700	18,900	28,200	51,100	23,100	31,800	58,300
	Var		5.56%			7.82%			3.97%			3.96%	
Administration													
Admin Executive	Salary	12,700	23,300	32,500	10,400	16,600	24,700	11,600	20,500	26,000	17,300	26,000	39,500
	Var		2.63%			3.37%			3.08%			7.08%	
Admin Officer	Salary	17,400	25,600	41,100	11,200	17,900	27,100	14,400	22,000	33,900	14,500	23,100	39,000
	Var		4.25%			3.26%			7.72%			3.71%	
Supervisor - Administration	Salary	18,900	29,300	46,100	14,400	21,400	36,100	14,900	25,100	37,600	14,200	30,000	43,600
	Var		6.05%			19.17%			4.22%			3.58%	
Blue Collar													
Admin Helper	Salary	8,300	9,800	13,500	7,200	7,700	10,700	7,300	8,600	12,100	7,600	11,800	16,300
	Var		2.68%			3.01%			3.41%			10.14%	
Driver	Salary	10,200	14,900	23,400	9,600	13,200	18,400	10,600	13,900	21,100	10,000	12,800	19,900
	Var		7.86%			7.29%			5.92%			2.49%	
Meter Reader	Salary	11,700	19,200	28,000	9,600	15,100	23,200	11,700	18,000	24,400	11,800	17,500	27,300
	Var		3.08%			7.71%			4.01%			7.20%	
Support Services													
Tele Research	Salary	10,300	17,000	25,100	12,100	16,000	17,900	14,100	19,000	19,800	18,800	16,700	22,800
	Var		4.15%			2.86%			2.35%			2.97%	
Customer Sales Executive	Salary	18,700	25,000	33,300	16,600	18,400	25,400	15,600	19,400	31,000	22,200	27,000	31,500
	Var		6.78%			3.90%			3.06%			4.30%	
Engineering													
Electrical Engineer	Salary	20,300	26,700	46,200	14,500	21,200	36,500	17,300	21,500	35,500	19,200	25,300	46,200
	Var		6.12%			3.25%			10.11%			2.89%	
Testing Engineer	Salary	21,000	32,400	51,300	17,900	24,800	45,000	17,700	30,600	48,300	23,000	37,900	59,000
	Var		2.86%			5.12%			4.03%			8.22%	
HR													
Recruitment Executive	Salary	14,100	22,500	32,000	13,100	19,700	26,600	15,200	21,900	33,400	12,600	21,700	33,700
	Var		2.74%			3.98%			4.00%			5.62%	
HR Executive	Salary	19,000	29,500	50,500	15,900	24,700	41,800	17,300	25,800	36,400	20,200	30,800	50,200
	Var		2.72%			4.41%			7.34%			5.70%	
IT													
IT Executive	Salary	19,700	25,800	36,700	13,300	21,500	32,300	15,200	21,300	30,300	21,000	29,600	44,000
	Var		5.51%			2.55%			4.49%			2.42%	
Design Engineer	Salary	24,200	30,700	46,100	16,500	24,500	35,200	20,100	28,700	34,800	26,200	34,900	53,600
	Var		2.79%			9.04%			5.68%			6.62%	
SAP Developer	Salary	24,000	41,000	69,600	19,200	27,500	43,500	22,000	29,400	41,500	28,700	46,400	74,000
	Var		9.53%			4.67%			3.77%			3.99%	
Sales and Marketing													
Sales Executive	Salary	11,300	16,600	28,900	10,600	14,700	24,200	10,300	15,500	24,900	14,100	23,100	30,700
	Var		6.23%			4.13%			4.75%			2.43%	
Field Sales Executive	Salary	17,500	22,800	34,000	16,000	21,500	30,200	14,800	21,900	25,500	22,100	29,900	34,100
	Var		5.51%			5.78%			3.48%			4.45%	
Marketing Assistant	Salary	18,600	26,500	37,700	15,100	23,400	34,200	17,400	26,300	37,600	17,500	32,200	39,800
	Var		5.35%			5.19%			3.43%			2.77%	

	Hyderabad			Kolkata			Mumbai			Pune		
	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS

Accounts													
Accounts Assistant	Salary	16,100	24,500	36,800	14,400	20,800	32,000	17,600	25,100	39,800	14,900	27,200	42,400
	Var		7.16%			7.26%			3.73%			3.55%	
Accountant	Salary	15,000	23,400	43,600	12,700	20,900	35,600	18,800	22,400	48,600	14,400	23,000	47,700
	Var		2.91%			5.36%			4.63%			3.62%	
'Finance Assistant	Salary	17,400	29,100	49,900	13,900	23,800	48,800	18,900	32,800	54,500	17,200	30,400	56,400
	Var		4.13%			3.16%			2.61%			2.49%	

Administration													
Admin Executive	Salary	15,200	22,200	29,100	13,100	19,300	33,400	14,400	23,800	36,500	13,700	22,500	35,200
	Var		9.94%			5.40%			6.38%			12.10%	
Admin Officer	Salary	16,600	25,200	38,600	13,000	18,600	36,800	15,500	25,200	39,700	15,600	24,100	39,600
	Var		3.38%			4.42%			4.98%			3.59%	
Supervisor - Administration	Salary	16,400	27,800	40,500	14,500	21,200	34,700	17,400	26,700	43,400	16,300	25,200	42,000
	Var		7.26%			4.80%			3.06%			4.78%	

Blue Collar													
Admin Helper	Salary	7,300	9,300	14,900	9,500	10,400	13,600	12,600	14,900	18,500	10,200	11,600	15,500
	Var		3.87%			4.05%			2.56%			5.10%	
Driver	Salary	9,100	12,300	18,400	9,100	12,300	15,600	10,200	12,500	23,000	10,800	14,400	23,200
	Var		4.13%			2.66%			4.03%			2.44%	
Meter Reader	Salary	9,800	14,600	21,000	10,600	14,100	22,000	12,500	16,800	31,400	12,600	18,000	28,900
	Var		4.25%			3.69%			5.89%			6.29%	

Support Services													
Tele Research	Salary	11,500	14,600	17,800	10,400	13,500	20,900	16,100	15,000	20,700	14,400	17,600	24,400
	Var		5.61%			4.54%			3.17%			4.75%	
Customer Sales Executive	Salary	16,300	22,000	31,600	16,100	19,800	28,700	19,200	20,100	30,500	21,700	22,500	34,600
	Var		2.98%			2.88%			10.20%			4.09%	

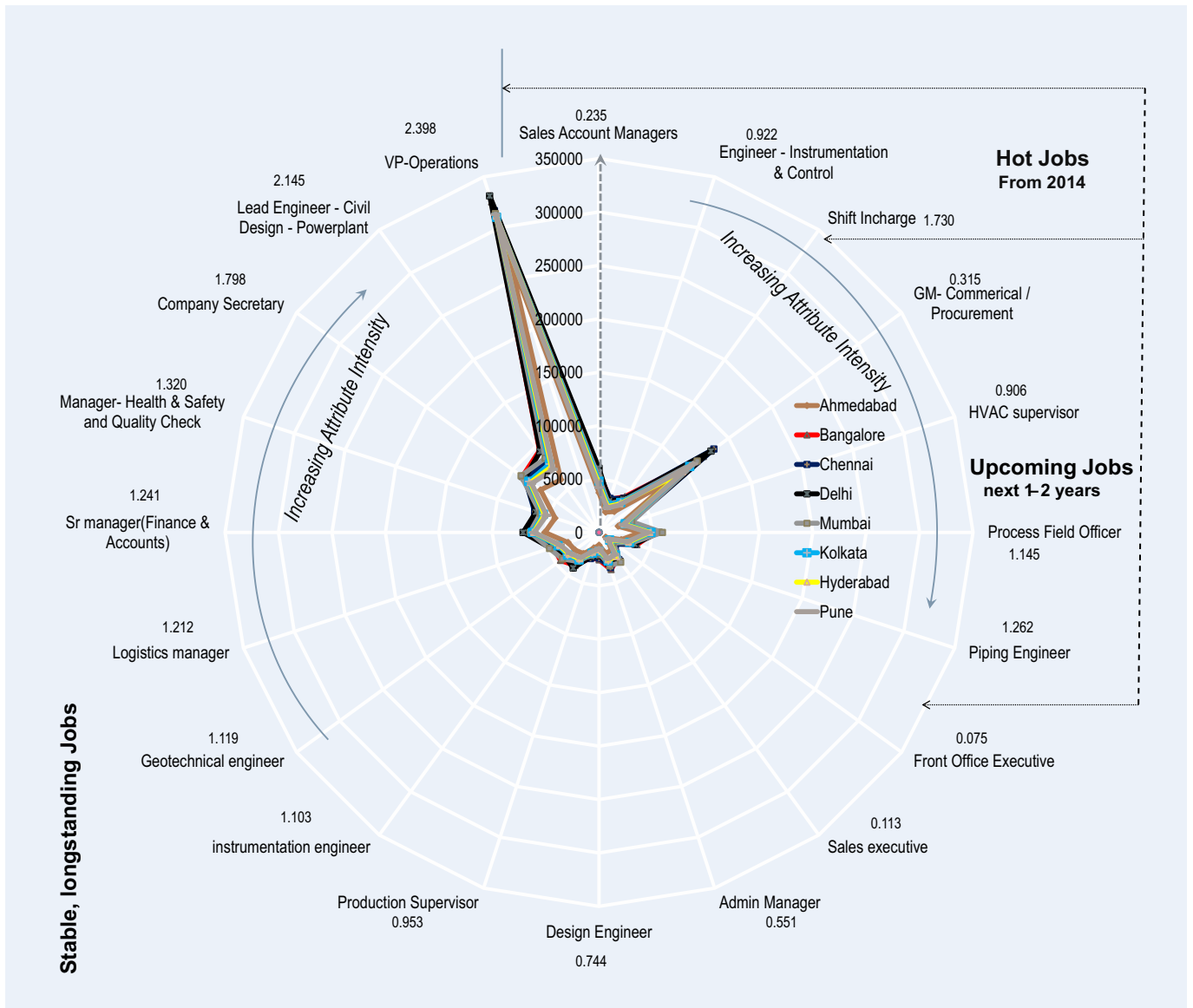
Engineering													
Electrical Engineer	Salary	15,700	21,600	36,700	14,700	19,800	39,900	16,400	21,100	42,300	17,200	25,600	43,200
	Var		5.15%			4.88%			4.66%			2.86%	
Testing Engineer	Salary	20,400	31,000	54,100	18,800	26,100	47,900	21,400	34,500	60,500	18,000	36,000	59,300
	Var		9.78%			4.23%			3.79%			3.75%	

HR													
Recruitment Executive	Salary	12,300	21,800	31,800	11,900	16,900	27,300	12,100	20,600	37,600	13,600	24,100	38,000
	Var		6.29%			6.79%			6.31%			2.52%	
HR Executive	Salary	17,000	24,600	40,900	16,700	20,600	36,300	15,800	25,100	46,800	16,600	32,300	45,800
	Var		3.75%			9.83%			2.36%			3.27%	

IT													
IT Executive	Salary	16,300	24,300	39,200	18,100	26,200	29,600	16,300	29,600	41,200	17,200	24,600	37,000
	Var		4.28%			5.50%			3.64%			3.74%	
Design Engineer	Salary	19,900	30,500	46,800	24,800	32,100	38,700	23,500	30,900	56,200	20,700	33,500	53,000
	Var		4.54%			6.90%			4.12%			3.70%	
SAP Developer	Salary	21,100	29,400	56,500	18,000	32,600	44,800	23,900	39,600	70,700	22,200	33,800	63,700
	Var		3.38%			2.83%			5.05%			2.92%	

Sales and Marketing													
Sales Executive	Salary	11,100	15,200	23,700	9,600	13,600	22,400	11,500	16,600	28,600	9,900	15,200	26,100
	Var		5.33%			6.88%			5.92%			4.22%	
Field Sales Executive	Salary	15,400	24,300	31,400	13,200	19,500	28,800	17,000	26,100	36,700	15,800	21,500	32,800
	Var		3.17%			4.08%			11.53%			3.56%	
Marketing Assistant	Salary	15,100	23,700	39,700	14,900	21,800	32,300	15,900	26,700	42,500	13,600	25,500	39,200
	Var		6.33%			4.23%			15.76%			2.72%	

Job Salary Skill Trends - Power and Energy

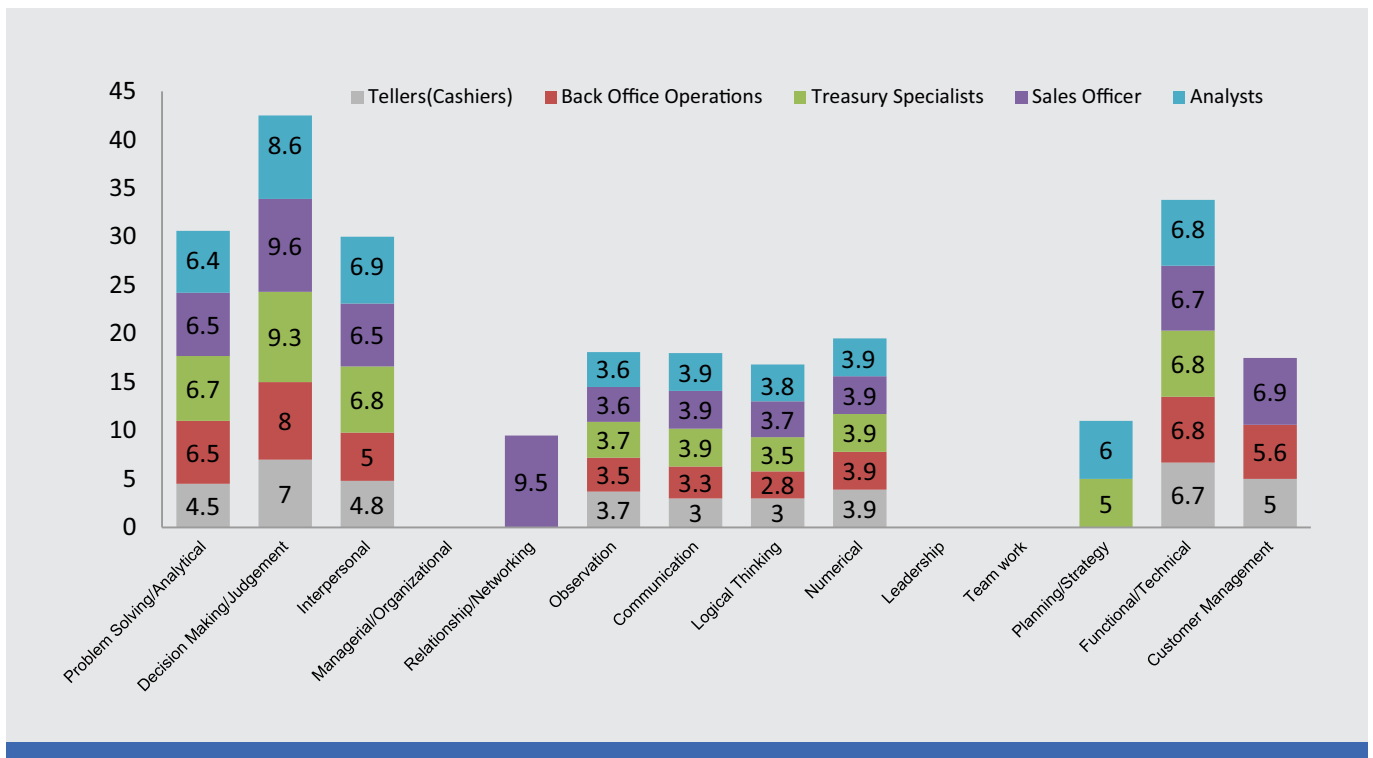


Banking, Financial Services and Insurance

	City	Profile/Salary Growth/Gap between Temp & Perm
Top salaries paid	Mumbai	Business Analyst, Network Engineer
	Bangalore	
	Delhi	
Highest salary growth (annualized)	Bangalore	10.80%
	Delhi	9.01%
	Mumbai	8.33%
Narrowest gap (between temp and perm salaries)	Pune	2.46%
	Chandigarh	2.76%
	Kolkata	3.44%

- Payouts improve significantly in the BFSI industry, with improved increments targeting talent in major cities.
- A rather modest investor in new talent, the industry is testing the digital / social waters and thus, hiring for this niche domain.
- The temp-versus-perm salary differential dips, but not as significantly as in case of the rest of the industries.

Skill Attribute Ratings - Banking, Financial Services and Insurance



Salary Tables for the industry - Banking, Financial Services and Insurance

		Ahmedabad			Bangalore			Chandigarh			Chennai			Delhi		
		0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS
Accounts																
Accounts Executive	Salary	11,500	12,500	21,300	13,300	17,300	27,800	11,500	16,300	24,400	10,600	14,500	22,900	11,000	17,600	25,500
	Var		9.53%			13.26%			10.05%			4.60%			10.40%	
Accountant	Salary	11,900	19,300	45,600	13,800	22,300	42,500	13,200	17,500	40,200	13,500	21,800	44,500	13,100	22,200	46,100
	Var		4.09%			9.35%			15.40%			4.03%			4.43%	
Finance Executive	Salary	14,200	24,100	49,800	19,500	29,400	56,500	16,300	22,500	44,000	16,900	23,800	48,900	16,500	27,000	55,000
	Var		11.11%			5.30%			2.76%			18.20%			8.71%	
Administration																
Data Entry Operator	Salary	4,800	11,700	15,900	6,100	15,100	18,900	5,600	11,700	13,600	7,600	12,300	15,600	7,100	11,900	16,300
	Var		10.83%			8.40%			7.45%			5.31%			4.78%	
Receptionist	Salary	10,100	15,600	20,500	13,200	20,800	27,800	11,600	16,500	20,300	11,800	16,800	21,800	17,500	22,600	32,800
	Var		10.16%			6.51%			5.04%			8.91%			5.55%	
Operations Executive	Salary	8,700	17,000	28,700	14,900	22,300	35,900	13,700	22,100	30,500	12,500	18,500	25,300	17,100	23,800	34,700
	Var		8.59%			6.69%			8.68%			7.16%			7.10%	
Blue Collar																
Office Assistant Support	Salary	6,300	8,200	9,700	6,900	10,000	15,100	6,500	7,400	10,400	6,000	8,300	12,100	7,900	11,500	16,300
	Var		4.51%			4.24%			10.65%			7.17%			4.51%	
Delivery Personnel	Salary	8,400	10,900	12,500	8,200	10,000	15,900	7,400	9,500	11,900	6,300	9,100	14,300	8,400	11,000	15,700
	Var		9.77%			4.41%			7.52%			3.84%			8.66%	
Support Services																
Tele Research	Salary	8,700	13,000	19,300	12,600	15,800	24,300	10,700	13,900	20,200	11,200	13,400	19,900	11,000	13,700	23,000
	Var		6.54%			7.92%			4.73%			11.16%			5.89%	
Customer Service Executive	Salary	11,100	13,000	16,300	12,900	19,400	23,300	10,500	15,100	20,900	10,500	14,500	23,200	14,400	16,700	22,600
	Var		11.15%			11.74%			8.66%			11.46%			8.64%	
Customer Care Executive	Salary	12,800	16,100	20,700	12,100	19,600	29,200	12,500	15,500	23,500	10,800	16,300	27,000	14,500	19,700	29,000
	Var		9.40%			4.92%			10.72%			7.27%			12.50%	
Engineering																
Finance Analyst	Salary	14,000	16,400	26,900	16,900	22,200	36,100	12,700	17,300	22,500	16,400	20,000	28,600	19,700	27,900	38,800
	Var		4.42%			3.71%			6.60%			5.07%			4.89%	
Business Analyst	Salary	22,600	27,000	40,600	19,900	27,800	47,800	13,700	24,900	31,700	20,900	25,300	38,800	22,900	30,800	41,000
	Var		8.19%			5.05%			5.27%			7.93%			5.79%	
HR																
Recruitment Executive	Salary	11,500	20,000	30,100	17,500	26,800	48,800	14,900	22,100	38,300	14,800	22,100	35,000	18,300	23,200	44,800
	Var		9.04%			6.91%			4.71%			8.02%			5.54%	
HR Executive	Salary	15,100	23,800	37,200	20,600	31,800	47,900	17,200	24,300	43,300	15,700	25,000	46,000	20,500	29,100	54,400
	Var		6.52%			4.00%			8.84%			4.47%			12.79%	
IT																
IT Executive	Salary	14,800	20,900	36,400	15,500	23,800	42,000	15,300	17,700	33,400	17,000	19,200	39,400	15,500	21,700	37,100
	Var		3.68%			15.42%			7.53%			8.52%			8.20%	
Network Engineer	Salary	15,100	21,200	32,300	19,700	24,900	40,700	18,400	24,800	34,300	18,900	24,200	35,600	21,200	27,800	46,200
	Var		5.70%			7.69%			11.06%			7.70%			5.57%	
Sales and Marketing																
Marketing Executive	Salary	11,100	15,900	30,300	14,800	18,100	37,600	11,800	15,700	34,100	12,500	16,600	33,900	13,300	18,000	39,300
	Var		6.60%			8.88%			4.12%			7.31%			5.35%	
Insurance Sales Representative	Salary	9,600	13,700	26,900	13,100	15,400	33,400	9,300	14,000	29,700	10,700	14,200	30,100	12,300	14,800	35,800
	Var		4.79%			7.98%			5.19%			7.68%			3.63%	
Business Development Executive	Salary	11,400	17,800	33,600	16,600	20,700	45,200	13,300	19,100	40,100	12,500	18,000	39,200	16,500	21,800	48,200
	Var		10.98%			9.78%			11.73%			11.18%			2.78%	

	Hyderabad			Kolkata			Mumbai			Pune		
	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS

Accounts													
Accounts Executive	Salary	11,500	14,800	23,000	10,500	16,900	23,000	10,500	17,900	31,700	10,400	16,600	32,800
	Var		10.14%			5.44%			8.16%			8.83%	
Accountant	Salary	11,600	19,700	43,900	11,900	21,800	48,500	12,400	29,900	60,700	12,600	20,100	38,400
	Var		8.00%			7.76%			8.43%			6.07%	
Finance Executive	Salary	15,200	23,800	48,000	16,300	27,200	52,100	17,000	23,100	52,000	16,600	21,900	48,500
	Var		10.58%			9.29%			13.13%			10.97%	

Administration													
Data Entry Operator	Salary	7,400	10,100	17,100	9,500	13,400	17,100	10,500	13,100	20,200	8,700	14,800	18,700
	Var		10.89%			10.93%			9.68%			8.84%	
Receptionist	Salary	11,400	15,600	23,400	12,500	20,500	25,800	13,600	21,600	34,000	12,600	20,400	26,500
	Var		6.12%			9.65%			4.63%			10.06%	
Operations Executive	Salary	12,100	18,200	26,600	10,700	16,500	21,900	12,300	20,800	31,600	14,200	19,700	27,700
	Var		10.90%			4.21%			6.82%			10.97%	

Blue Collar													
Office Assistant Support	Salary	8,500	10,300	15,000	7,400	9,800	14,800	8,600	12,100	17,000	8,000	10,100	14,500
	Var		3.80%			7.60%			7.32%			5.00%	
Delivery Personnel	Salary	8,100	11,200	12,100	6,800	10,500	13,600	9,000	10,400	14,400	8,700	10,900	13,900
	Var		6.26%			7.21%			7.74%			8.12%	

Support Services													
Tele Research	Salary	8,200	13,100	20,500	9,100	11,400	17,400	12,200	18,300	25,400	11,500	13,800	22,300
	Var		8.55%			10.76%			7.67%			4.36%	
Customer Service Executive	Salary	10,600	12,500	19,100	12,300	15,000	23,700	13,100	21,200	26,500	11,600	16,700	25,300
	Var		5.43%			7.67%			4.66%			3.75%	
Customer Care Executive	Salary	11,700	16,600	27,600	12,100	17,300	23,100	13,200	20,300	27,900	15,100	20,400	28,700
	Var		9.81%			4.91%			8.25%			10.09%	

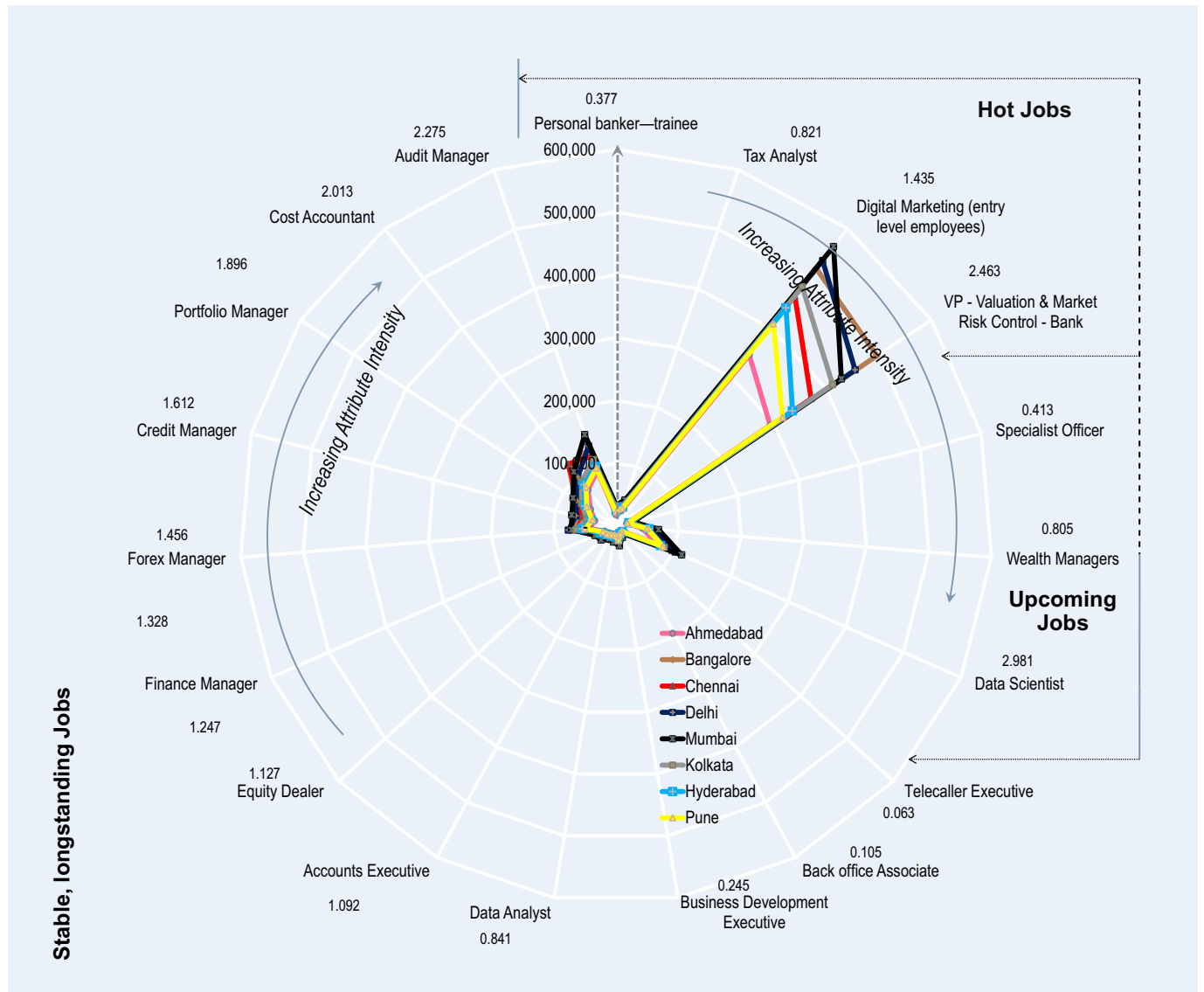
Engineering													
Finance Analyst	Salary	14,100	20,900	32,000	18,300	20,900	30,200	19,800	24,500	38,400	17,400	21,000	30,400
	Var		7.04%			6.63%			8.07%			9.73%	
Business Analyst	Salary	18,500	28,800	37,200	18,000	25,300	39,600	23,100	30,300	52,000	19,000	27,200	42,400
	Var		4.18%			5.58%			4.13%			4.12%	

HR													
Recruitment Executive	Salary	15,000	22,100	40,800	14,700	22,200	37,700	15,200	19,900	52,000	15,500	23,400	45,500
	Var		7.50%			13.46%			5.59%			8.53%	
HR Executive	Salary	16,900	25,400	46,800	18,000	24,100	48,400	16,600	25,300	48,300	17,700	24,900	47,400
	Var		4.20%			3.44%			4.39%			11.72%	

IT													
IT Executive	Salary	14,600	18,800	30,500	13,600	16,300	33,900	15,700	20,800	42,700	18,500	22,900	37,900
	Var		3.77%			3.86%			6.90%			6.05%	
Network Engineer	Salary	18,300	28,100	44,400	17,700	22,600	36,600	20,000	30,800	52,100	19,500	25,300	48,200
	Var		9.54%			6.71%			9.63%			6.93%	

Sales and Marketing													
Marketing Executive	Salary	12,800	16,500	32,200	13,200	15,600	32,600	14,100	18,300	40,000	12,100	17,700	38,200
	Var		3.92%			3.91%			9.66%			2.46%	
Insurance Sales Representative	Salary	10,400	13,200	27,000	11,200	13,700	29,700	11,200	14,800	32,600	9,400	13,700	30,200
	Var		3.80%			7.31%			7.86%			5.73%	
Business Development Executive	Salary	14,500	18,500	39,900	15,100	18,300	39,900	17,500	24,400	49,700	13,700	20,600	42,700
	Var		10.14%			7.20%			4.50%			8.53%	

Job Salary Skill Trends - Banking, Financial Services and Insurance

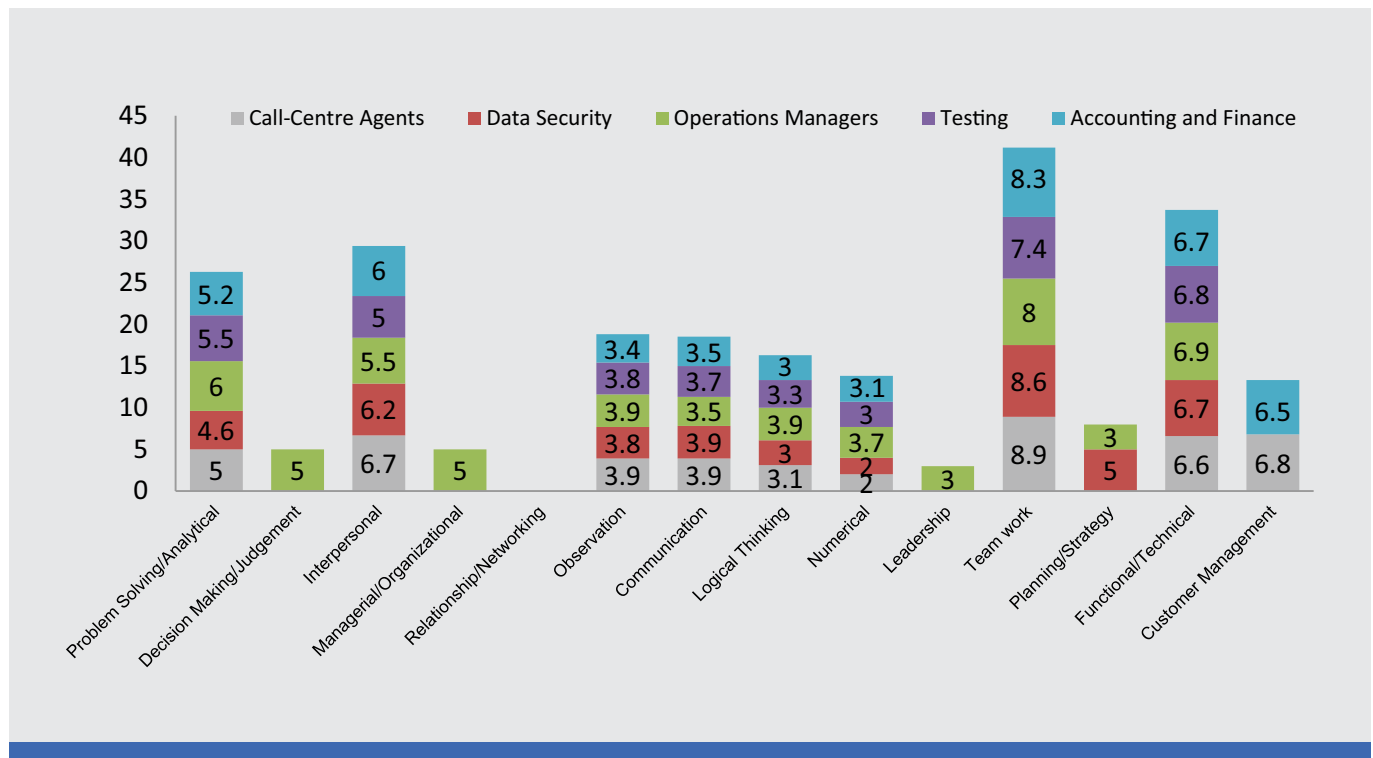


BPO and IT Enabled Services

	City	Profile/Salary Growth/Gap between Temp & Perm
Top salaries paid	Mumbai	Software Analyst, Finance Executive
	Pune	
	Bangalore	
Highest salary growth (annualized)	Bangalore	8.39%
	Hyderabad	8.23%
	Kolkata	8.14%
Narrowest gap (between temp and perm salaries)	Ahmedabad	2.07%
	Pune	2.48%
	Kolkata	2.77%

- The BPO & IT enabled Services industry is reflecting the general mood in the technology sector in moving up the knowledge value chain and leveraging high-end talent.
- Accordingly, the industry is investing in new roles in the big data and analytics domains. The traditional BPO roles are rewarded ever so slightly better than during the previous year.
- Besides the quest for greater business value the industry has, in recent times, been a keen purveyor of tomorrow's talent.

Skill Attribute Ratings - BPO and IT Enabled Services



Salary Tables for the industry - BPO and IT Enabled Services

	Ahmedabad			Bangalore			Chandigarh			Chennai			Delhi		
	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS

Accounts																
Finance Executive	Salary	14,200	15,800	26,700	13,500	20,600	34,600	11,100	15,800	27,600	10,200	19,000	27,500	13,700	25,000	29,200
	Var		1.41%			2.35%			6.38%			5.04%			3.17%	
Purchase Manager	Salary	24,900	38,300	60,800	33,000	44,800	70,100	29,700	44,500	72,100	28,600	39,000	59,300	35,900	44,900	75,100
	Var		19.71%			4.47%			3.63%			5.91%			7.50%	

Administration / Operations																
Executive	Salary	6,600	10,100	16,300	9,100	13,800	17,400	7,900	10,100	18,900	7,200	10,300	13,300	12,100	15,500	19,200
	Var		2.34%			2.96%			9.71%			3.19%			3.52%	
Data entry Operator	Salary	5,500	12,400	13,100	6,700	13,800	20,600	6,400	8,100	15,700	7,300	11,000	11,700	7,200	12,800	17,300
	Var		9.68%			6.34%			6.58%			15.26%			3.00%	
Operations Associate	Salary	8,800	13,700	15,900	11,300	14,200	19,400	10,000	14,000	16,500	8,900	13,400	15,900	13,700	16,900	22,600
	Var		7.95%			4.31%			14.36%			10.77%			2.74%	

Blue Collar																
Office Assistant Support	Salary	8,000	10,400	11,800	9,400	11,200	14,400	6,900	10,400	13,600	7,500	10,100	12,700	8,300	11,400	17,100
	Var		7.85%			1.50%			12.45%			8.01%			3.98%	
Driver	Salary	7,800	9,000	14,200	10,300	12,200	19,000	9,800	11,600	14,400	8,400	13,000	19,200	11,600	15,500	21,600
	Var		4.39%			3.65%			10.57%			2.73%			8.76%	

Support Services																
Client Service Executive	Salary	10,500	14,500	16,800	14,700	19,100	25,900	13,700	-	18,600	13,400	18,500	23,800	17,200	22,200	25,600
	Var		5.81%			9.65%			5.46%			3.14%			6.77%	
Customer Care Executive	Salary	14,600	18,900	21,100	16,400	23,600	29,900	12,900	18,100	21,900	14,300	20,800	25,500	16,500	20,100	26,700
	Var		4.89%			3.97%			7.50%			4.96%			3.38%	

Engineering																
Service Mechanic	Salary	11,600	14,300	19,900	16,700	19,200	24,900	14,200	17,500	21,400	15,300	18,200	22,300	15,700		25,400
	Var		4.64%			6.96%			7.22%			2.33%			9.29%	
Field Support Technician	Salary	13,900	18,200	20,600	15,500	23,100	27,400	14,200	17,400	21,300	14,400	20,700	26,400	18,500	22,700	27,200
	Var		7.40%			5.68%			8.47%			6.80%			9.12%	
Process Associate	Salary	15,600	15,200	26,200	20,200	22,400	30,200	12,600	16,500	23,800	14,200	22,100	29,000	19,000	23,300	30,000
	Var		4.54%			3.80%			9.14%			6.93%			2.99%	

HR																
Recruitment Executive	Salary	10,900	14,300	17,500	15,600	18,500	24,500	13,000	16,600	21,100	12,700	15,300	19,000	15,300	19,700	26,500
	Var		9.47%			8.52%			11.60%			5.71%			5.61%	
HR Executive	Salary	14,000	18,800	23,400	20,200	26,500	30,900	14,800	18,000	24,100	14,800	18,700	24,000	16,900	19,100	30,200
	Var		2.07%			3.67%			10.03%			3.33%			2.96%	

IT																
IT Executive	Salary	12,000	15,400	23,100	18,100	25,600	39,300	13,100	21,000	29,700	11,800	19,100	27,500	23,000	27,100	37,200
	Var		5.53%			7.65%			3.96%			5.07%			2.19%	
Technical Support Executive	Salary	14,700	19,900	28,500	20,300	28,900	38,600	17,800	26,300	34,400	18,100	24,300	37,600	22,300	28,400	43,200
	Var		8.77%			4.26%			4.34%			10.66%			11.00%	
Software Analyst	Salary	12,100	16,900	37,200	19,100	30,400	76,700	14,300	26,400	42,300	18,700	27,200	52,200	21,800	37,600	69,800
	Var		5.44%			5.95%			1.59%			2.66%			8.82%	

Sales and Marketing																
BPO Executive	Salary	6,700	8,100	13,600	8,400	15,000	28,900	6,700	11,400	21,900	8,300	10,500	18,500	15,300	20,200	26,400
	Var		7.11%			3.27%			4.51%			3.15%			4.96%	
Direct Sales Executive	Salary	6,900	9,400	19,300	12,500	18,900	25,100	8,500	13,300	21,000	11,800	11,600	24,500	10,400	11,400	21,100
	Var		10.47%			6.46%			6.03%			3.72%			7.90%	
Sales Executive	Salary	15,600	18,500	26,800	18,000	22,700	35,700	16,100	18,900	32,200	14,900	22,100	29,800	17,400	20,200	34,200
	Var		11.33%			4.71%			10.48%			7.31%			5.21%	

	Hyderabad			Kolkata			Mumbai			Pune		
	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS

Accounts													
Finance Executive	Salary	13,100	17,300	25,600	12,100	18,200	24,900	14,400	21,500	33,500	14,000	20,100	33,300
	Var		9.34%			8.19%			8.38%			5.54%	
Purchase Manager	Salary	18,700	30,200	55,800	22,600	35,500	51,500	35,000	44,700	91,800	25,500	39,500	82,800
	Var		9.31%			2.97%			7.56%			7.59%	

Administration / Operations													
Executive	Salary	7,100	9,500	14,500	9,800	11,900	16,300	13,700	16,100	22,000	11,900	16,500	20,100
	Var		12.20%			4.32%			10.00%			8.76%	
Data entry Operator	Salary	8,300	13,800	17,700	7,000	9,200	15,400	12,000	13,500	19,600	9,200	14,000	16,900
	Var		9.02%			9.85%			2.53%			5.68%	
Operations Associate	Salary	10,600	13,600	18,800	11,500	15,500	22,200	11,900	16,700	19,000	11,700	13,400	21,300
	Var		7.98%			6.75%			6.05%			3.89%	

Blue Collar													
Office Assistant Support	Salary		12,500	16,300	9,700	11,100	13,800	9,600	12,800	15,500	7,100	10,600	13,500
	Var		7.80%			3.03%			2.67%			2.05%	
Driver	Salary	7,500	10,100	14,600	9,300	11,600	14,600	11,800	16,600	23,700	10,200	13,200	19,900
	Var		4.83%			2.17%			10.14%			2.89%	

Support Services													
Client Service Executive	Salary	15,300	18,200	23,300	11,100	13,800	19,800	14,300	19,800	28,200	12,500	20,400	30,100
	Var		6.57%			5.88%			9.16%			11.62%	
Customer Care Executive	Salary	15,800	20,900	27,300	12,700	19,400	23,800	15,600	20,700	31,900	16,900	23,600	28,900
	Var		7.61%			7.66%			3.30%			11.17%	

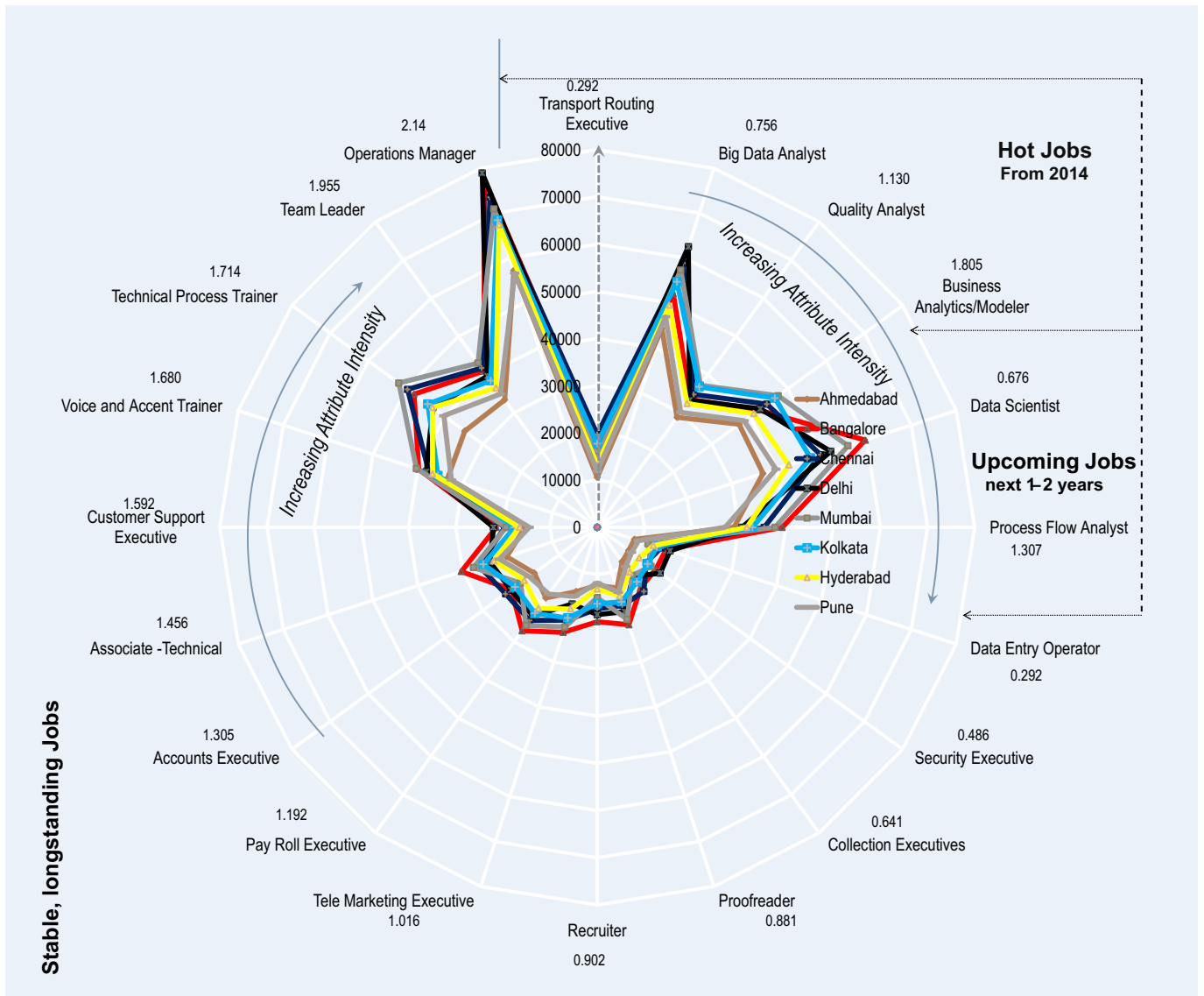
Engineering													
Service Mechanic	Salary	12,000	16,900	20,800	12,800	14,700	17,600	15,000	18,800	26,600	13,200	16,400	22,200
	Var		3.95%			4.72%			3.16%			9.05%	
Field Support Technician	Salary	8,400	13,800	18,700	12,200	17,500	21,200	17,400	21,900	26,700	15,700	18,600	25,300
	Var		6.61%			5.34%			8.80%			7.55%	
Process Associate	Salary				14,000	14,700	27,800	17,000	22,000	36,200	14,600	21,000	32,100
	Var					8.36%			9.54%			7.11%	

HR													
Recruitment Executive	Salary	12,600	17,700	19,400	12,600	18,600	24,400	16,200	21,300	30,200	15,300	21,600	26,800
	Var		12.51%			8.73%			5.32%			5.45%	
HR Executive	Salary	12,900	18,400	24,800	14,400	20,500	24,100	16,500	20,600	31,400	16,400	22,300	29,700
	Var		3.82%			4.43%			6.15%			6.65%	

IT													
IT Executive	Salary	19,200	23,700	39,400	10,900	14,700	31,600	16,600	21,100	34,100	15,100	30,800	36,700
	Var		3.92%			10.31%			9.33%			3.22%	
Technical Support Executive	Salary	19,500	29,900	41,600	18,200	23,700	33,400	20,500	26,100	37,600	19,700	29,200	41,600
	Var		11.35%			2.44%			4.22%			2.48%	
Software Analyst	Salary	19,400	31,800	64,500	16,200	28,900	45,500	21,400	34,900	61,200	19,100	30,000	68,900
	Var		6.54%			2.63%			8.56%			7.09%	

Sales and Marketing													
BPO Executive	Salary	10,000	11,400	18,300	7,600	9,600	19,800	6,500	14,600	26,000	7,300	16,700	25,200
	Var		3.31%			8.86%			6.91%			4.91%	
Direct Sales Executive	Salary	11,300	13,200	25,700	9,000	11,800	28,600	13,200	13,700	29,400	7,700	9,900	20,400
	Var		11.56%			3.78%			8.65%			5.13%	
Sales Executive	Salary	14,000	21,000	31,000	13,700	20,800	36,000	17,700	24,500	38,200	14,400	21,000	32,200
	Var		6.19%			9.30%			8.75%			6.11%	

Job Salary Skill Trends - BPO and IT Enabled Services

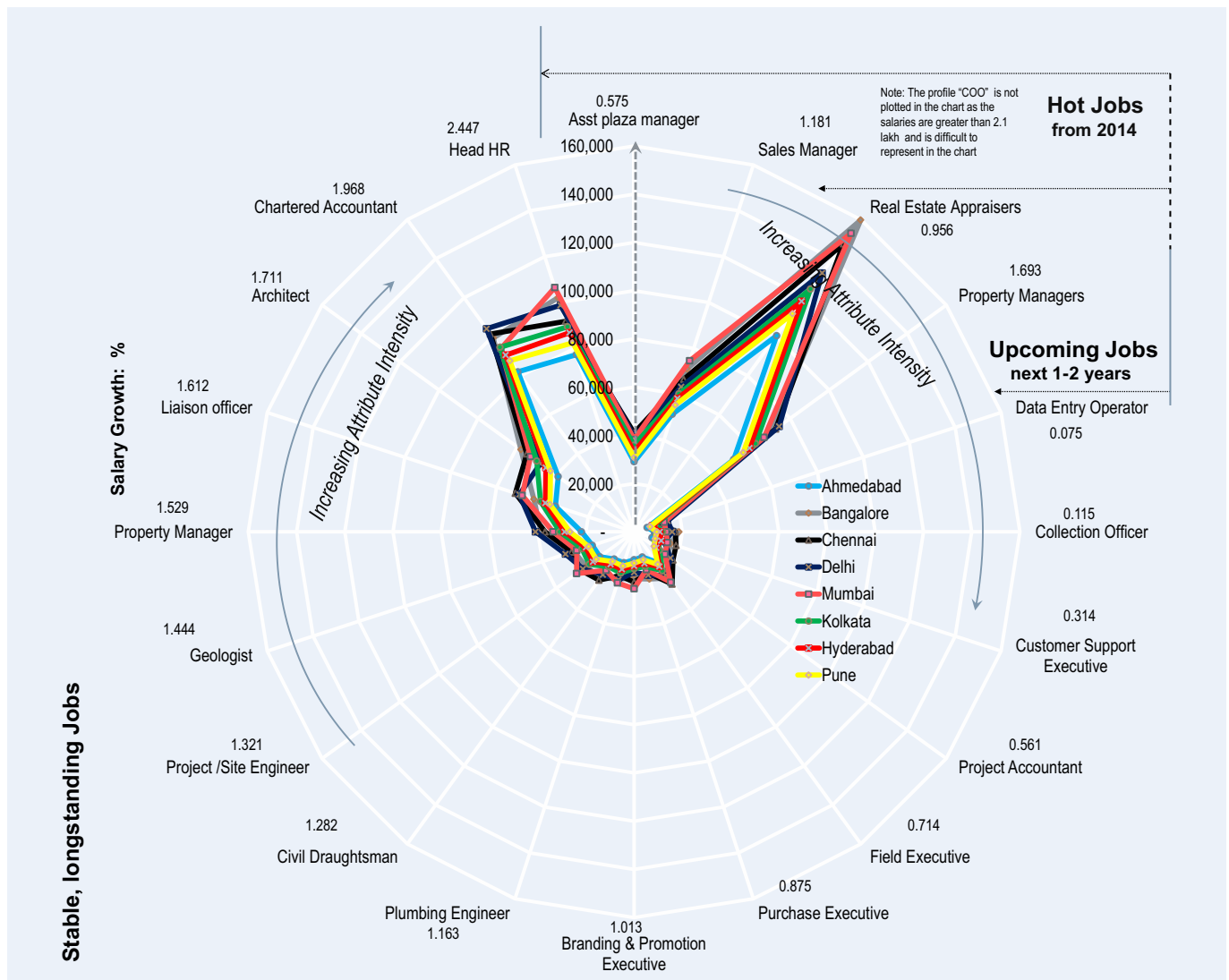


Construction and Real Estate

	City	Profile/Salary Growth/Gap between Temp & Perm
Top salaries paid	Delhi	Site Engineer, Commercials Officer
	Mumbai	
	Bangalore	
Highest salary growth (annualized)	Bangalore	9.11%
	Mumbai	8.90%
	Delhi	8.59%
Narrowest gap (between temp and perm salaries)	Delhi	2.5%
	Hyderabad	2.65%
	Mumbai	2.73%

- Salary increments are well below double digits in the Construction & Real Estate industry, notwithstanding the enormous potential it is unlocking.
- Nevertheless, the industry is earnestly on the path to being organized and is hiring professional, and technologically adept, talent.

Job Salary Skill Trends - Construction and Real Estate



Salary Tables for the industry - Construction and Real Estate

	Ahmedabad			Bangalore			Chandigarh			Chennai			Delhi		
	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS

Accounts																
Accounts Assistant	Salary	11,400	17,500	33,900		15,400	37,900	12,200	19,300	26,000	10,500	15,800	33,100	14,400	24,500	47,000
	Var		2.93%			9.17%		4.93%			5.84%			3.90%		
Commercial Officer	Salary				15,100	26,800	75,600	12,800	20,900	62,200	13,000	22,400	58,400	14,400	30,600	89,300
	Var					5.95%		4.63%			6.38%			10.77%		

Administration																
Associate	Salary	9,900	18,900	34,400	12,600	23,700	38,000	9,800	12,000	19,100	14,400	26,000	42,000	14,400	23,700	40,800
	Var		7.63%			7.85%		6.56%			7.68%			9.60%		
Logistics Executive	Salary	13,000	17,400	33,200	14,800	22,600	42,500	13,100	18,000	28,400	12,900	20,000	32,800	16,100	23,600	41,300
	Var		8.11%			7.96%		6.22%			6.41%			3.95%		
Supervisor	Salary	15,700	26,300	46,600	18,000	31,400	52,100	13,500	22,700	35,000	18,400	23,500	29,500	20,700	31,800	56,700
	Var		6.86%			9.54%		8.64%			3.50%			3.27%		

Blue Collar																
Driver	Salary				9,200	12,700	17,200	7,400	10,300	12,000	8,300	11,600	14,500	11,400	16,700	18,700
	Var					7.06%		6.48%			7.37%			6.27%		
Office Assistant Support	Salary	9,500	14,700	-	10,700	13,900	18,100	11,200	13,300	16,900	9,600	13,000	16,000	9,900	15,100	21,200
	Var		12.46%			9.45%		6.04%			3.70%			4.25%		

Support Services																
Customer Care Executive	Salary				13,200	20,700	25,000	8,200	15,400	18,100	12,200	12,700	19,300	15,000	23,200	27,100
	Var					8.11%		6.59%			8.55%			4.33%		

Engineering																
Survey Executive	Salary	12,000	19,300	33,400	15,900	24,300	42,100	13,800	16,900	32,500	14,100	19,800	34,400	17,300	22,000	40,700
	Var		7.65%			3.99%		5.09%			4.09%			3.45%		
Technician	Salary	16,400	18,600	36,400	16,700	22,200	43,400	12,500	19,200	34,100	14,200	23,700	38,800	15,500	21,900	51,700
	Var		7.40%			6.41%		8.75%			6.29%			2.50%		
Site Engineer	Salary	18,800	26,300	43,000	18,700	26,500	58,800	14,000	22,700	44,800	18,700	32,500	50,600	17,100	30,200	60,200
	Var		3.79%			10.87%		7.25%			4.77%			7.43%		

Sales and Marketing																
Sales Executive	Salary	17,600	24,800	46,100	19,500	32,200	54,700	18,700	27,400	39,300	19,200	23,400	43,400	20,900	27,600	45,700
	Var		4.18%			6.65%		3.87%			10.91%			4.46%		
Marketing Executive	Salary	30,200	38,000	54,300	21,300	37,300	65,500	18,600	30,100	51,800	26,600	28,100	49,800	20,900	26,000	67,000
	Var		8.92%			4.87%		7.71%			5.69%			2.61%		

	Hyderabad			Kolkata			Mumbai			Pune		
	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS

Accounts													
Accounts Assistant	Salary	10,700	17,700	31,700	11,200	19,600	36,400	11,600	23,300	58,000	9,300	17,900	41,500
	Var		5.16%			9.28%			3.87%			3.40%	
Commercial Officer	Salary	14,600	28,300	70,200	12,700	25,800	65,700	12,700	23,600	75,800			
	Var		2.65%			6.82%			5.81%				

Administration													
Associate	Salary	14,500	21,600	38,600	11,600	19,900	27,900	12,900	22,200	41,200	11,700	17,200	26,700
	Var		4.38%			3.11%			9.11%			4.91%	
Logistics Executive	Salary	13,000	19,800	37,600	17,100	20,200	34,700	15,700	24,800	39,400	14,300	21,500	32,200
	Var		7.05%			9.76%			6.62%			5.08%	
Supervisor	Salary	17,100	25,800	37,700	15,600	22,600	40,800	18,300	25,300	46,600	18,600	26,700	41,200
	Var		2.96%			4.94%			2.79%			5.33%	

Blue Collar													
Driver	Salary	10,100	14,300	19,700	10,000	14,200	19,100	10,900	16,000	20,800			
	Var		2.83%			6.84%			4.59%				
Office Assistant Support	Salary	11,000	16,500	21,000	10,100	13,800	19,400	13,000	17,200	22,800	11,000	16,400	20,000
	Var		5.87%			7.72%			3.79%			12.31%	

Support Services													
Customer Care Executive	Salary	11,600	18,900	23,200	10,000	14,600	19,700	14,200	17,200	27,700			
	Var		3.63%			10.87%			4.31%				

Engineering													
Survey Executive	Salary	14,600	20,600	30,500	14,700	19,100	28,200	16,500	24,200	38,500	14,900	22,900	37,800
	Var		4.33%			11.46%			3.51%			4.43%	
Technician	Salary	16,800	23,800	35,600	15,400	21,200	32,900	18,600	26,200	38,500	15,300	21,400	43,200
	Var		2.99%			10.99%			5.01%			3.49%	
Site Engineer	Salary	15,800	25,800	49,100	20,200	25,900	37,400	20,200	25,500	47,800	16,200	22,100	37,400
	Var		3.51%			5.55%			2.73%			3.16%	

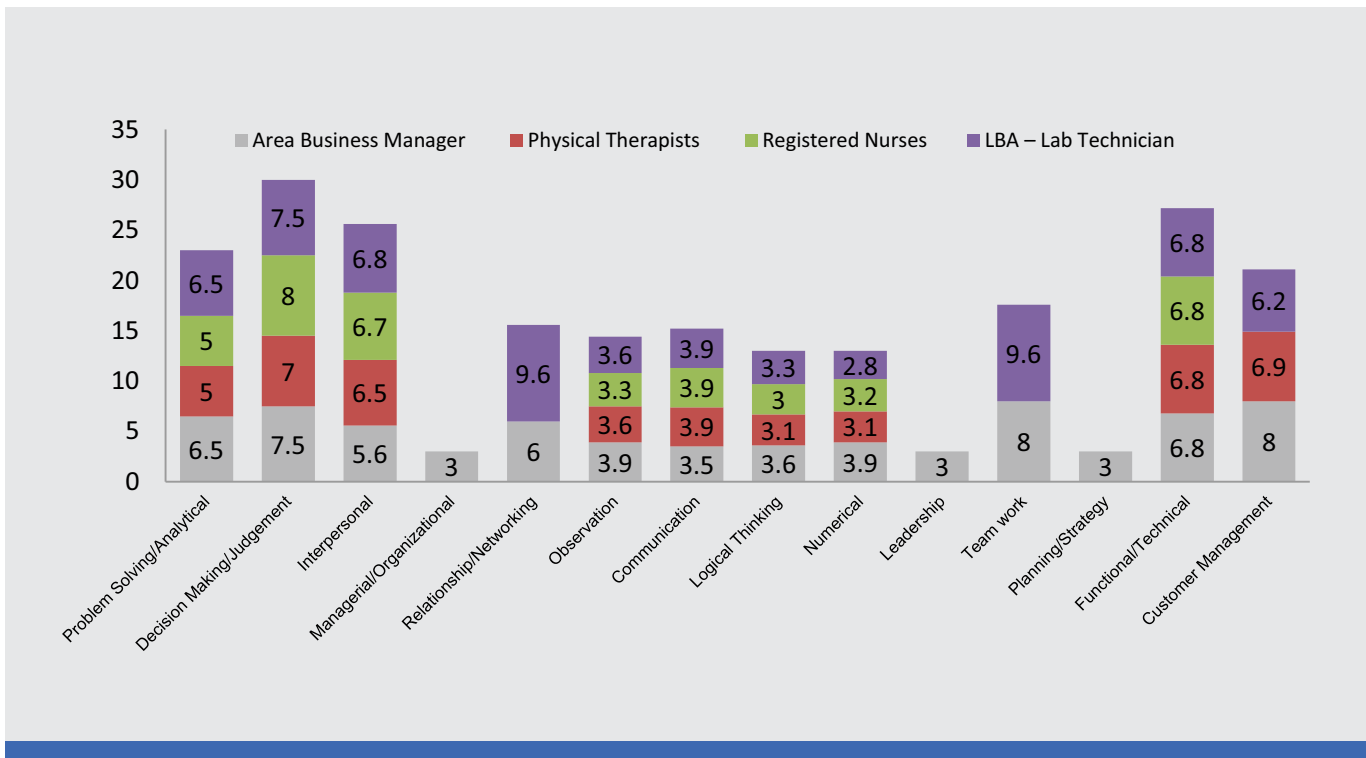
Sales and Marketing													
Sales Executive	Salary	14,100	21,200	44,600	21,100	25,800	49,300	19,200	25,600	41,500	12,600	18,500	31,500
	Var		2.75%			6.28%			2.63%			6.25%	
Marketing Executive	Salary	15,300	28,400	60,300	20,600	28,100	43,300	21,100	34,000	63,700	24,000	37,400	62,100
	Var		3.17%			5.94%			11.04%			8.85%	

Healthcare and Pharmaceuticals

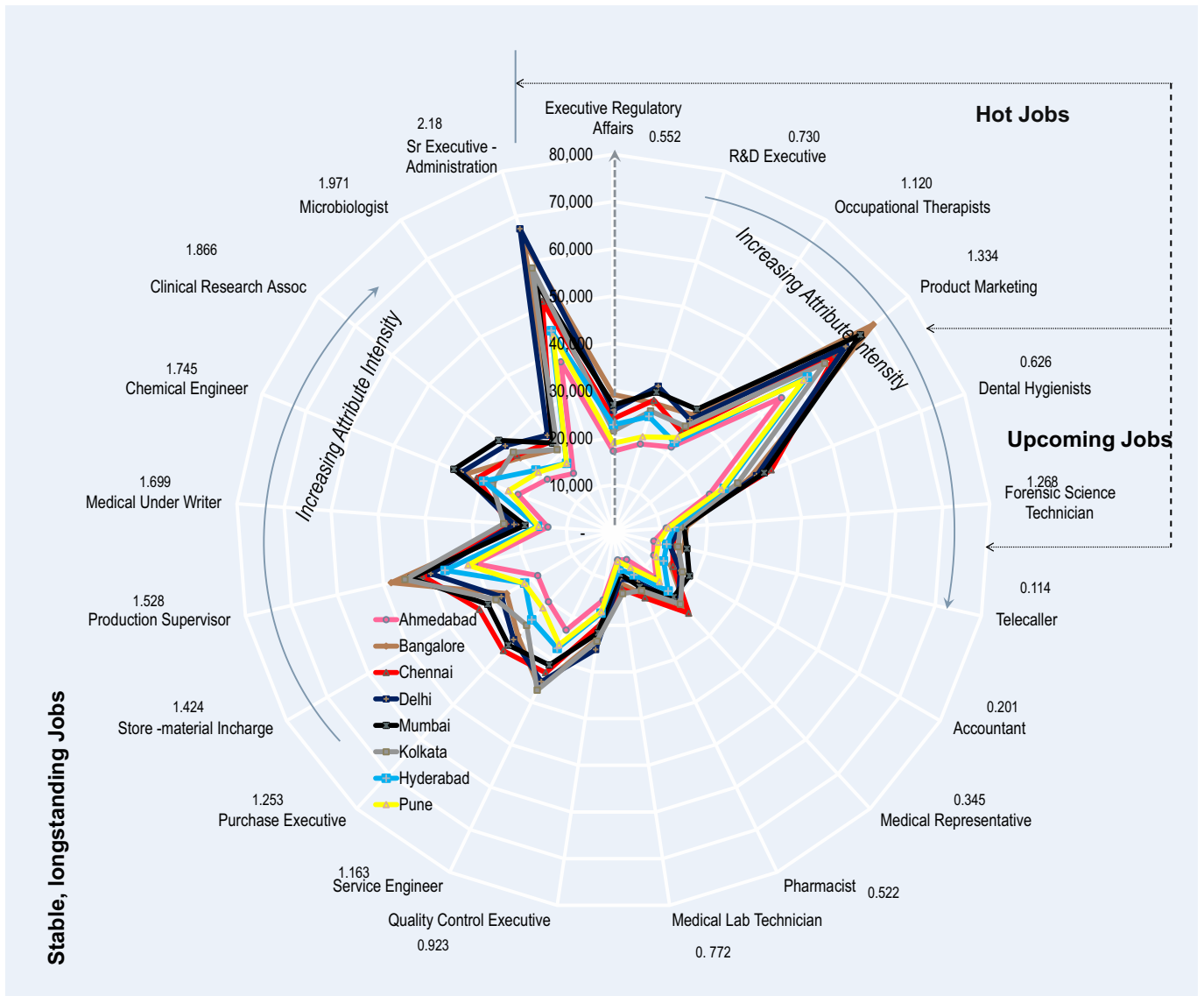
	City	Profile/Salary Growth/Gap between Temp & Perm
Top salaries paid	Delhi	System Administrator, I.T. Engineer
	Bangalore	
	Mumbai	
Highest salary growth (annualized)	Bangalore	12.98%
	Mumbai	11.57%
	Delhi	11.56%
Narrowest gap (between temp and perm salaries)	Chandigarh	2.11%
	Bangalore	2.41%
	Delhi	2.69%

- Healthy growth rates – in double digits – are back at the Healthcare & Pharmaceuticals industry and are in accordance with the stupendous domestic market growth.
- While the industry has a strong precedence of equitable payouts across cities, it is discerning in terms of talent quality. Payouts are sharply differentiated based on skills.
- Specialization and niche areas of personal health, and related talent acquisition, are fueling the need for tomorrow's talent.

Skill Attribute Ratings - Healthcare and Pharmaceuticals



Job Salary Skill Trends - Healthcare and Pharmaceuticals



Salary Tables for the industry - Healthcare and Pharmaceuticals

		Bangalore			Chandigarh			Chennai			Delhi		
		0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS
Accounts													
Accounts Assistant	Salary	15,700	28,000	41,300	13,800	20,100	32,300	14,800	24,600	39,500	20,600	26,900	48,600
	Var		2.41%			3.95%			2.84%			4.32%	
Accounts Executive	Salary	25,700	42,500	63,800	17,100	22,700	43,500	17,800	25,500	45,100	17,000	35,600	59,600
	Var		5.94%			2.11%			4.85%			3.33%	
Administration / Operations													
Data Entry Operator	Salary	12,700	18,400	26,400	9,600	14,300	19,300	10,100	16,100	22,200	12,500	16,200	25,900
	Var		5.24%			4.47%			3.08%			2.85%	
Receptionist	Salary	18,900	24,900	35,100	14,800	19,900	25,500	18,100	23,400	28,100	21,200	27,200	35,100
	Var		4.79%			3.44%			2.79%			4.53%	
Support Services													
Customer Care Executive	Salary	20,900	26,500	29,700	15,100	21,300	25,300	15,400	19,800	25,300	19,700	30,200	36,900
	Var		3.31%			9.70%			3.44%			2.80%	
Engineering													
Lab Assistant	Salary	14,300	18,800	43,300	11,700	16,200	34,800	10,300	14,300	27,400	12,700	23,300	45,900
	Var		3.99%			4.73%			3.73%			5.55%	
Service Engineer	Salary	22,000	24,100	52,900	12,100	17,000	32,500	16,700	19,700	33,700	22,400	36,000	53,700
	Var		3.62%			4.15%			4.47%			6.16%	
Production Engineer	Salary	12,200	19,400	40,300	11,000	17,300	32,700	12,900	20,500	37,800	14,500	20,300	40,500
	Var		3.09%			12.13%			12.34%			3.05%	
HR													
HR Assistant	Salary	15,100	25,500	41,300	12,400	20,100	27,700	6,600	10,400	20,300	19,800	27,700	41,300
	Var		5.52%			4.05%			5.00%			4.92%	
Recruitment Executive	Salary	18,400	34,600	50,500	16,400	25,900	36,400	15,000	20,600	28,700	22,000	34,100	56,000
	Var		3.00%			4.23%			5.38%			2.69%	
IT													
System Administrator	Salary	19,800	24,200	57,500	13,100	21,700	41,600	17,500	22,800	39,300	28,300	42,400	55,600
	Var		10.22%			3.64%			4.08%			6.83%	
IT Engineer	Salary	26,300	42,600	63,800	20,400	24,600	43,300	28,600	30,100	57,100	25,300	39,700	71,600
	Var		3.23%			5.58%			3.07%			4.19%	
Sales and Marketing													
Sales Executive	Salary	16,600	21,500	47,100	17,000	22,700	43,500	14,300	20,200	38,100	18,900	27,200	54,200
	Var		5.28%			3.54%			3.86%			4.81%	
Territory Sales Representative	Salary	14,700	19,100	29,400	11,900	18,300	24,800	12,100	17,000	32,200	12,000	26,700	38,600
	Var		2.73%			7.83%			3.61%			5.60%	
Marketing Executive	Salary	21,900	29,200	48,900	15,300	25,400	41,300	16,700	23,000	37,100	19,900	26,500	49,500
	Var		2.94%			10.55%			3.41%			3.18%	

	Hyderabad			Kolkata			Mumbai		
	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS

Accounts										
Accounts Assistant	Salary	15,600	26,800	41,700	11,300	22,900	37,400	15,600	27,900	42,400
	Var		4.16%			3.06%			4.62%	
Accounts Executive	Salary	17,900	27,900	44,600	14,700	27,400	45,600	22,400	27,400	52,700
	Var		4.51%			4.57%			8.84%	

Administration / Operations										
Data Entry Operator	Salary	10,200	18,900	22,500	10,300	15,100	21,200	12,200	21,600	28,300
	Var		9.96%			4.77%			4.72%	
Receptionist	Salary	12,800	19,000	31,800	10,900	20,400	30,600	21,800	29,200	39,100
	Var		3.43%			4.24%			5.25%	

Support Services										
Customer Care Executive	Salary	15,200	28,400	35,800	17,700	26,800	39,400	23,400	30,000	44,100
	Var		2.94%			5.72%			8.33%	

Engineering										
Lab Assistant	Salary	12,300	19,500	37,700				14,400	15,200	35,900
	Var		4.49%						13.09%	
Service Engineer	Salary	15,000	19,400	35,400	20,200	19,800	41,200	22,800	30,200	44,300
	Var		3.67%			4.28%			8.29%	
Production Engineer	Salary	15,100	22,200	33,000	19,400	28,000	35,500	23,400	32,400	48,300
	Var		5.39%			5.31%			5.16%	

HR										
HR Assistant	Salary	14,000	21,200	33,000	14,200	17,600	34,100	20,500	30,200	46,300
	Var		5.28%			7.78%			4.87%	
Recruitment Executive	Salary	17,500	29,700	47,700	18,900	27,000	40,200	25,700	34,100	52,800
	Var		3.45%			6.67%			6.88%	

IT										
System Administrator	Salary	14,900	23,300	41,800	18,700	23,900	46,600	24,500	34,100	58,700
	Var		7.39%			4.05%			6.32%	
IT Engineer	Salary	21,500	29,800	45,300	24,700	36,900	51,000	22,400	42,100	61,300
	Var		4.49%			6.89%			8.09%	

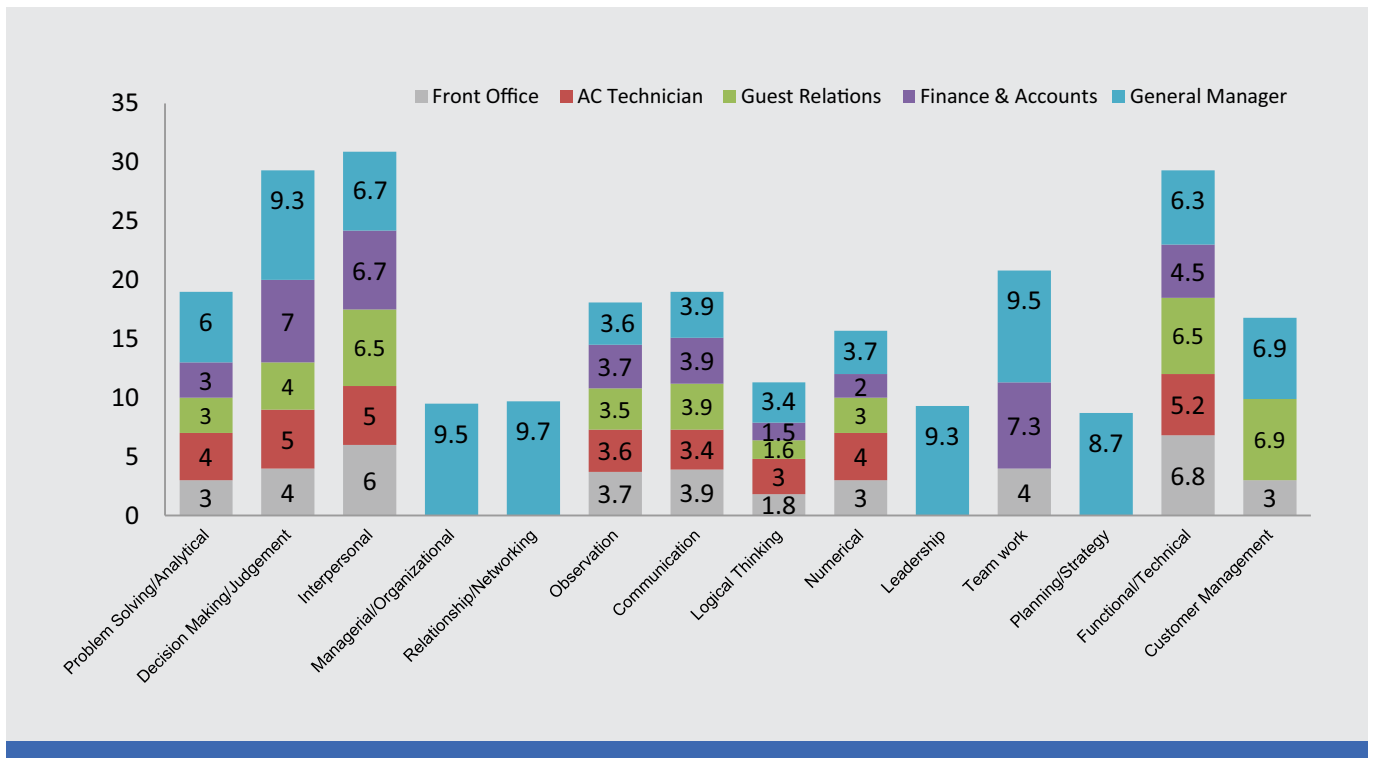
Sales and Marketing										
Sales Executive	Salary				16,300	22,700	39,700	17,600	36,800	48,700
	Var					5.03%			7.54%	
Territory Sales Representative	Salary	11,300	16,400	23,900	11,800	18,700	26,200	24,400	38,800	53,400
	Var		3.15%			3.23%			3.96%	
Marketing Executive	Salary	17,200	29,600	49,700	18,900	23,300	45,000	20,600	35,100	59,300
	Var		6.14%			3.74%			8.29%	

Hospitality

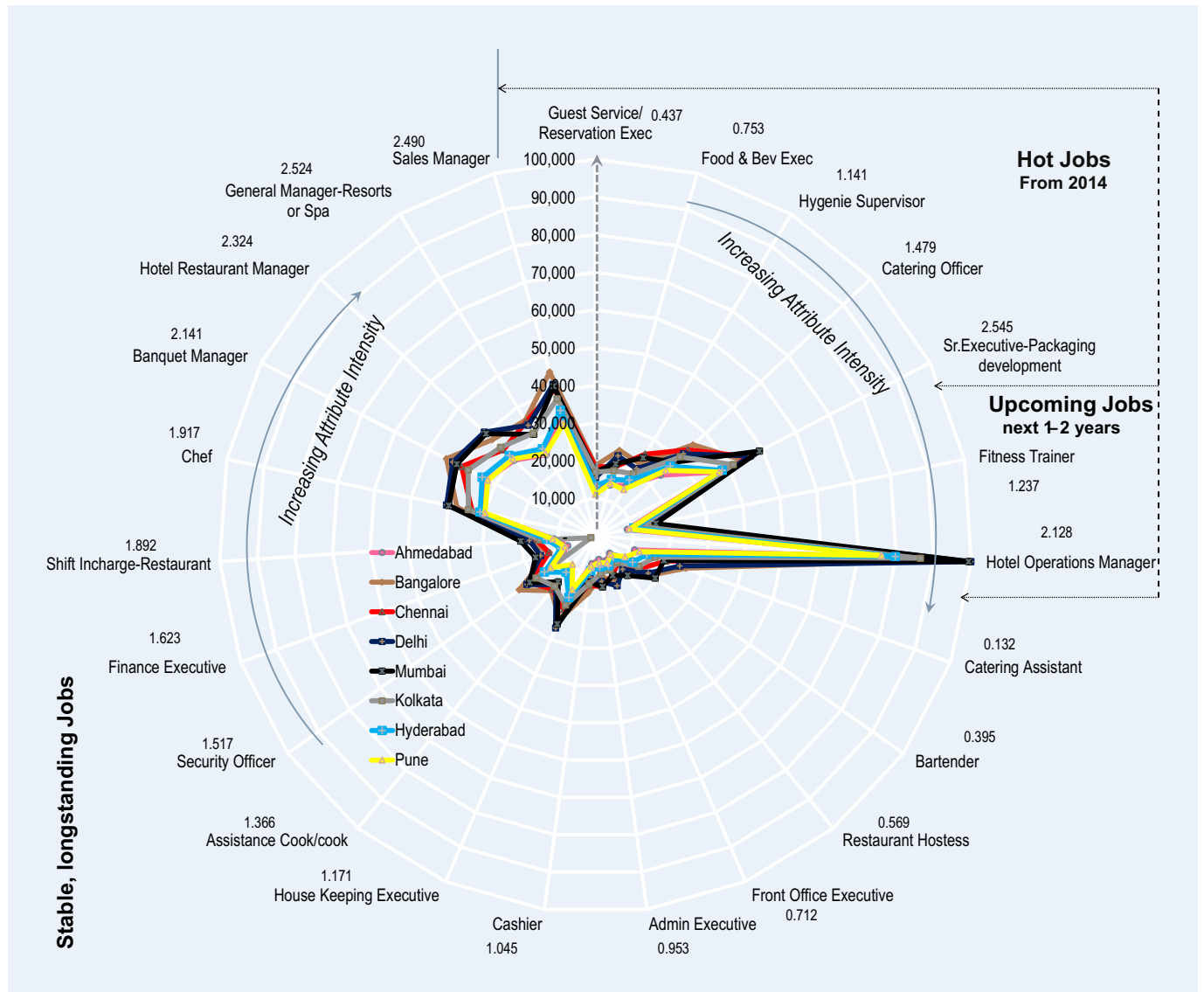
	City	Profile/Salary Growth/Gap between Temp & Perm
Top salaries paid	Delhi	Team Leader – Sales, Marketing Executive
	Mumbai	
	Bangalore	
Highest salary growth (annualized)	Mumbai	10.52%
	Delhi	8.89%
	Bangalore	7.95%
Narrowest gap (between temp and perm salaries)	Delhi	3.25%
	Kolkata	3.17%
	Mumbai	3.42%

- Payouts get better, and smarter, in the Hospitality industry with increments scratching the double digit surface and, in case of a sizeable number of profiles even crossing this elusive barrier.
- With demand on an upswing for more than half a decade now, and acute shortage of the quality of talent it needs, the hospitality industry is investing in identifying and rewarding right-fit talent.

Skill Attribute Ratings - Hospitality



Job Salary Skill Trends - Hospitality



Salary Tables for the industry - Hospitality

	Ahmedabad			Bangalore			Chandigarh		
	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS

Accounts										
Accounts Assistant	Salary	9,600	15,900	24,400	12,100	20,500	31,800	11,300	15,900	26,500
	Var		5.42%			5.80%			6.38%	

Administration										
Data Entry Operator	Salary	8,700	12,600	17,400	10,300	17,400	23,400	9,300	15,600	18,700
	Var		5.94%			5.86%			4.35%	
Office Assistant	Salary	8,200	10,900	15,200	9,400	12,700	18,500	9,600	12,300	14,400
	Var		6.27%			4.31%			6.34%	
Receptionist	Salary	8,100	14,400	20,600	12,300	18,700	28,200	9,200	15,600	22,100
	Var		4.81%			5.91%			9.72%	

Blue Collar										
House Keeping Executive	Salary	7,300	10,600	15,300	10,400	12,900	19,100	7,300	8,600	14,200
	Var		5.65%			5.42%			8.10%	
Driver	Salary	7,300	10,600	15,700	9,600	12,100	18,900	8,700	10,600	14,000
	Var		3.83%			8.23%			9.30%	
Resort Attendant	Salary	9,400	12,800	20,300	11,100	16,400	23,600			
	Var		4.88%			7.90%				

Support Services										
Customer Service Executive	Salary	9,400	12,200	19,400	13,300	19,200	26,000	10,700	17,300	21,200
	Var		6.87%			4.74%			4.23%	

Engineering										
Electrician	Salary	10,300	12,700	23,400	13,000	18,800	32,800	10,500	15,200	25,900
	Var		9.93%			3.72%			13.21%	
Technician	Salary	13,300	20,100	30,100	14,200	22,600	30,700	9,600	16,700	27,000
	Var		3.43%			7.08%			5.74%	

Sales and Marketing										
Team Leader Sales	Salary	11,500	18,100	29,200	12,300	22,000	38,200			
	Var		7.30%			7.57%				
Marketing Executive	Salary				19,600	27,400	48,100	16,600	24,400	43,200
	Var					4.66%			7.59%	
Sales Executive	Salary	14,700	25,000	37,600	19,200	31,400	50,500	18,100	28,000	46,500
	Var		5.49%			8.15%			4.14%	

	Delhi			Kolkata			Mumbai		
	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS

Accounts										
Accounts Assistant	Salary	13,300	19,800	32,700	11,400	17,500	26,500	14,500	20,500	38,600
	Var		3.25%			5.60%			7.41%	

Administration										
Data Entry Operator	Salary	10,700	15,300	20,500	8,600	15,000	19,900	10,600	19,000	25,200
	Var		7.78%			6.57%			6.59%	
Office Assistant	Salary	11,600	12,300	19,600	9,000	11,300	14,100	10,300	12,700	18,900
	Var		4.62%			8.27%			5.03%	
Receptionist	Salary	9,800	17,000	27,400	10,500	13,600	22,200	12,900	19,400	29,200
	Var		9.30%			7.91%			7.90%	

Blue Collar										
House Keeping Executive	Salary	8,300	10,500	19,600	6,000	9,200	15,000	7,600	12,200	18,700
	Var		10.80%			3.81%			5.36%	
Driver	Salary	10,400	13,500	20,300	8,700	13,100	18,200	11,000	15,300	22,700
	Var		5.30%			4.27%			4.88%	
Resort Attendant	Salary	12,400	15,600	21,500	8,100	14,200	22,500	13,900	19,300	29,400
	Var		7.29%			5.15%			3.52%	

Support Services										
Customer Service Executive	Salary	12,800	20,200	27,500	11,600	16,600	21,900	16,100	22,000	32,400
	Var		5.42%			3.17%			5.67%	

Engineering										
Electrician	Salary	10,600	16,900	32,500	10,000	16,600	27,000	11,500	20,200	29,600
	Var		4.17%			5.67%			8.18%	
Technician	Salary	15,200	18,200	24,300	11,900	16,400	25,300	13,900	19,700	31,800
	Var		10.66%			10.03%			9.62%	

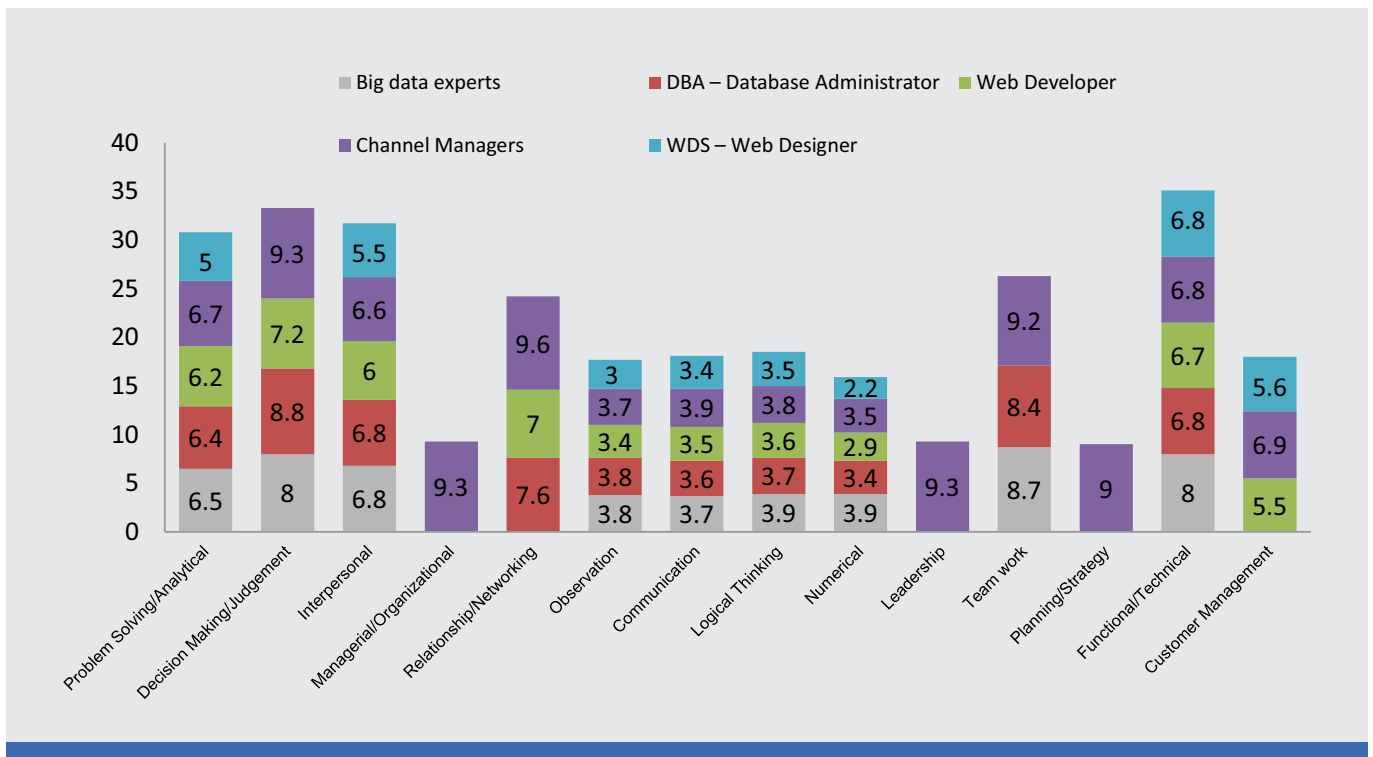
Sales and Marketing										
Team Leader Sales	Salary	17,200	22,600	45,000	11,000	16,900	36,100	13,900	23,900	39,100
	Var		4.90%			6.24%			5.12%	
Marketing Executive	Salary	18,000	26,100	44,700	17,000	24,700	42,900	19,900	29,300	47,100
	Var		5.56%			4.32%			10.32%	
Sales Executive	Salary	18,500	28,300	54,600	16,400	24,700	42,400	22,000	34,200	51,900
	Var		9.10%			5.43%			3.42%	

Information Technology and Knowledge Services

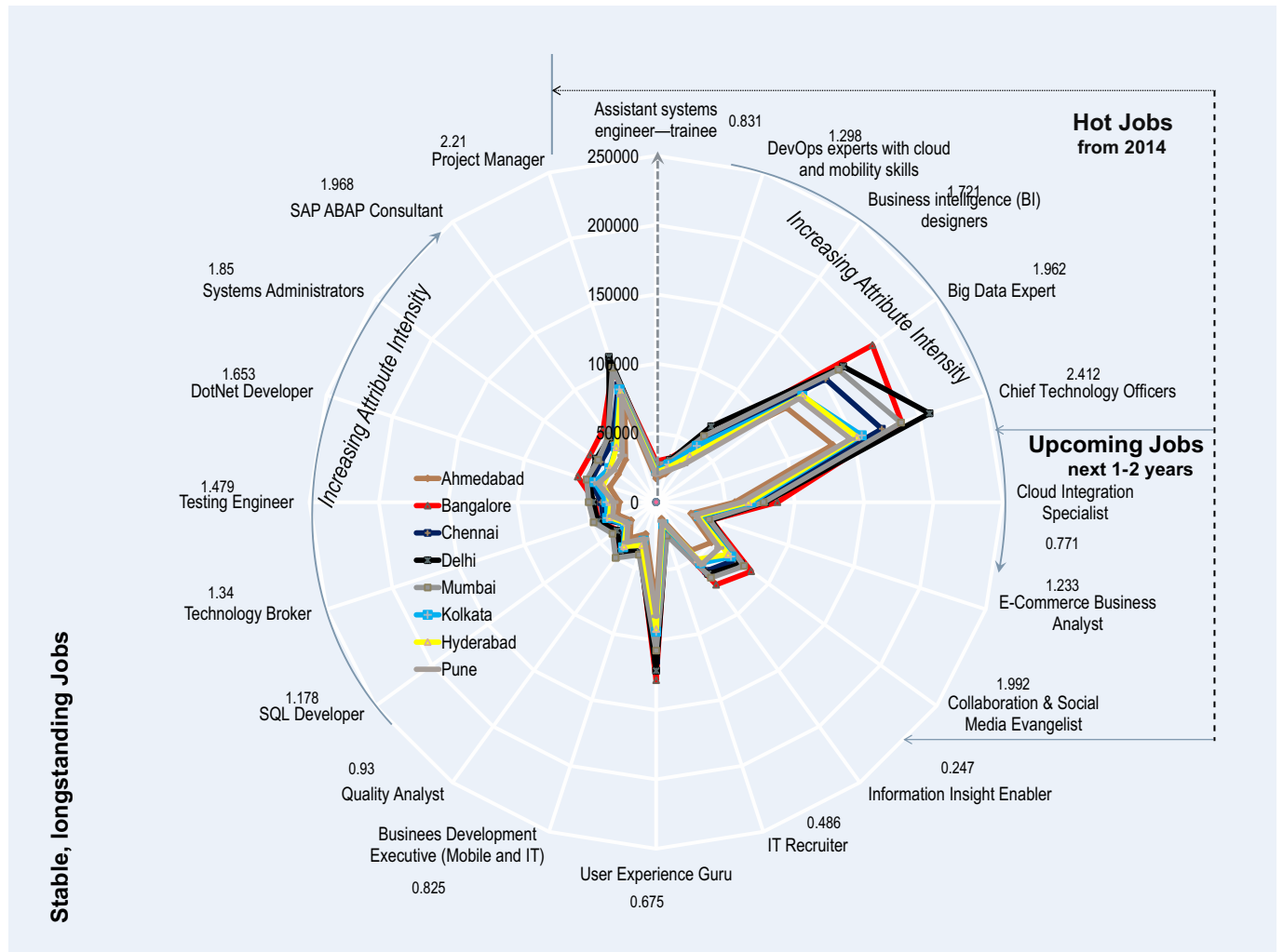
	City	Profile/Salary Growth/Gap between Temp & Perm
Top salaries paid	Bangalore	Project Lead, Assistant Sales Manager
	Chennai	
	Ahmedabad	
Highest salary growth (annualized)	Bangalore	14.71%
	Pune	12.91%
	Chennai	11.89%
Narrowest gap (between temp and perm salaries)	Bangalore	2.75%
	Chandigarh	2.64%
	Pune	2.92%

- A paradigm shift in technology markets worldwide, and an altogether new demand-side mindset, has necessitated new business models and significant organizational restructuring of tech firms. This has meant the creation of new roles and specialized skills that were, hitherto, the preserve of just a niche set of product companies.
- With the ecommerce and software product players hiring in droves, and the IT services businesses non-linearizing and, so, rationalizing their talent base, the talent supply and demand equations have turned upside down in the industry.
- The above said drivers of change are making the industry develop a strong outward orientation and hire for the future.

Skill Attribute Ratings - Information Technology and Knowledge Services



Job Salary Skill Trends - Information Technology and Knowledge Services



Salary Tables for the industry - Information Technology and Knowledge Services

		Ahmedabad			Bangalore			Chandigarh			Chennai			Delhi		
		0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS
Accounts																
Purchase Executive	Salary	14,700	18,000	30,200	14,500	21,100	46,500				17,700	22,200	41,700	20,300	23,700	37,500
	Var		3.95%			1.24%						6.40%			4.28%	
Finance Executive	Salary	15,600	21,500	37,000	19,500	26,500	45,200	15,500	22,200	34,700	15,100	22,600	42,400	14,100	20,000	47,800
	Var		3.59%			2.94%			2.52%			6.05%			4.53%	
Accounts Executive	Salary	14,600	20,800	36,000	16,800	29,400	48,700	15,200	25,500	40,200	17,400	28,500	45,400	15,900	23,700	44,100
	Var		1.44%			3.57%			1.59%			1.07%			4.27%	
Administration / Operations																
Receptionist	Salary	10,500	16,500	29,600	13,900	22,500	37,800	10,600	17,800	28,400	13,300	19,500	31,900	10,200	20,500	39,500
	Var		1.09%			1.35%			1.94%			6.62%			2.93%	
Help Desk Executive	Salary	12,200	19,700	34,700	17,300	23,300	48,300	11,500	18,600	27,100	12,600	20,200	30,500	16,100	24,900	49,000
	Var		2.54%			1.78%			3.82%			2.55%			6.56%	
Administrative Assistant	Salary	15,600	24,100	40,800	18,000	33,500	55,000	12,300	21,100	36,600	16,000	24,000	46,700	21,300	32,100	46,800
	Var		1.88%			2.75%			4.06%			4.46%			3.56%	
Blue Collar																
Office Assistant Support	Salary	6,700	10,400	15,400	6,700	10,600	18,400	6,400	9,400	11,000	7,100	10,500	16,200	7,400	11,700	15,500
	Var		2.24%			7.41%			6.24%			4.68%			4.84%	
Driver	Salary	10,500	11,900	15,400	9,800	14,700	18,400	8,900	12,300	15,600	9,100	13,300	16,800	12,800	14,700	20,200
	Var		2.50%			4.15%			3.38%			6.41%			3.36%	
Support Services																
Customer Care Executive	Salary	10,300	14,200	23,300	16,500	20,900	29,600	12,200	15,800	19,800	13,200	17,000	20,100	14,700	20,600	31,900
	Var		2.89%			1.95%			5.49%			4.31%			3.43%	
Tele-Service Executive	Salary	13,500	18,200	21,900	15,800	23,600	32,500	14,600	17,500	23,000	15,400	20,200	27,000	16,300	21,700	32,200
	Var		2.97%			1.22%			4.40%			3.71%			2.25%	
Engineering																
Software Engineer	Salary	16,000	27,800	60,100	24,300	38,000	74,000	18,200	31,500	60,200	21,300	27,300	64,900			
	Var		1.67%			4.38%			2.46%			1.83%				
Project Lead	Salary	19,500	37,300	83,000	26,700	62,400	92,200	23,900	41,300	71,100	24,000	38,500	85,900	24,900	43,700	70,100
	Var		1.88%			1.52%			2.64%			5.44%			1.49%	
HR																
Executive Assistant	Salary				18,200	35,500	56,800	16,100	24,000	39,200	23,000	31,200	54,000	18,500	31,800	53,500
	Var					1.64%			2.29%			6.38%			4.83%	
Recruitment Executive	Salary	17,400	27,600	42,000	24,500	46,700	64,200	18,600	22,800	30,500	21,400	24,600	48,600	20,100	28,700	47,600
	Var		1.24%			1.43%			1.97%			2.29%			7.59%	
HR Executive	Salary	20,800	33,100	49,700	23,500	42,900	67,100	21,200	29,000	39,200	17,600	27,300	59,400	19,900	24,900	48,500
	Var		1.66%			1.76%			3.48%			6.26%			4.47%	
IT																
Technical Support Executive	Salary	16,600	20,500	38,900	24,700	35,500	55,600	12,200	19,000	36,300	23,900	33,800	57,400	28,200	44,100	56,900
	Var		1.77%			1.85%			4.76%			4.63%			2.84%	
IT Admin	Salary	18,700	24,800	38,400	25,800	37,300	68,100	16,900	23,400	35,500	21,400	32,300	57,700	23,700	31,800	62,500
	Var		1.68%			1.42%			5.36%			2.43%			4.30%	
Network Engineer	Salary	21,300	35,600	66,900	26,900	40,500	73,400	17,700	28,700	48,600	32,300	38,100	68,400	29,700	46,700	72,100
	Var		7.21%			1.41%			1.99%			3.60%			2.54%	
Sales and Marketing																
Sales Executive	Salary	14,200	24,000	41,700	22,700	33,700	47,800	13,700	22,100	41,000	22,100	29,400	57,300	19,000	27,200	44,400
	Var		2.58%			3.52%			1.48%			1.46%			7.06%	
Assistant Sales Manager	Salary	21,100	27,700	51,400	21,800	48,600	72,500	17,000	26,900	47,600	23,200	32,100	59,100	27,000	43,800	75,800
	Var		2.12%			2.22%			2.45%			5.04%			2.65%	

	Hyderabad			Kolkata			Mumbai			Pune		
	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS

Accounts													
Purchase Executive	Salary	17,100	21,100	44,200	14,700	17,800	30,100	19,400	22,300	43,100	15,700	21,400	36,400
	Var		4.12%			3.76%			3.79%			7.51%	
Finance Executive	Salary	15,100	23,300	40,800	12,800	19,700	34,100	14,400	19,400	35,700	16,300	23,600	44,700
	Var		8.15%			9.66%			6.45%			1.87%	
Accounts Executive	Salary	14,300	24,600	38,600	12,300	20,600	30,300	15,800	24,400	49,000	18,800	29,800	55,200
	Var		2.30%			3.46%			3.65%			1.60%	

Administration / Operations													
Receptionist	Salary	12,200	18,200	35,400	11,200	16,500	32,400	12,700	18,900	37,600	12,700	18,000	42,800
	Var		9.31%			3.69%			6.97%			2.06%	
Help Desk Executive	Salary	11,300	18,300	32,000	13,100	19,000	31,300	15,300	22,100	45,000	15,100	24,900	42,200
	Var		4.98%			3.01%			8.59%			2.08%	
Administrative Assistant	Salary	14,600	20,000	44,400	16,400	21,100	35,500	18,800	20,500	47,800	18,600	26,100	50,300
	Var		9.24%			4.86%			6.31%			2.05%	

Blue Collar													
Office Assistant Support	Salary	6,100	8,700	13,600	5,800	9,600	12,000	9,600	11,300	14,500	8,900	12,700	17,600
	Var		10.69%			7.30%			7.23%			2.04%	
Driver	Salary	13,000	16,800	21,900	11,700	14,900	17,100	13,300	18,900	23,100	12,500	14,200	18,500
	Var		4.54%			4.59%			10.16%			2.21%	

Support Services													
Customer Care Executive	Salary	13,600	20,700	25,500	9,900	14,000	21,000	14,700	20,900	28,300	14,700	19,900	25,800
	Var		7.21%			5.55%			4.56%			2.75%	
Tele-Service Executive	Salary	12,100	17,000	23,000	10,600	15,600	22,400	16,400	21,200	29,200	19,300	24,300	29,000
	Var		12.71%			5.33%			4.71%			4.61%	

Engineering													
Software Engineer	Salary	26,900	34,900	57,100	15,700	28,500	64,300	22,700	34,200	73,400	25,200	34,400	71,300
	Var		4.94%			5.43%			2.34%			1.57%	
Project Lead	Salary	26,100	45,500	70,900	22,500	36,300	71,400	23,600	42,800	77,000	27,300	45,800	81,600
	Var		6.58%			5.48%			2.27%			1.05%	

HR													
Executive Assistant	Salary	15,300	21,700	44,500	14,700	25,300	46,000	19,800	38,900	58,500	19,100	32,000	53,300
	Var		3.04%			3.43%			2.96%			1.23%	
Recruitment Executive	Salary	19,600	29,100	45,400	16,000	21,000	40,000	17,700	23,400	50,100	19,000	28,500	56,400
	Var		3.25%			5.05%			6.16%			5.69%	
HR Executive	Salary	18,500	27,100	53,100	18,700	25,700	41,000	18,000	26,700	65,500	19,700	31,600	60,000
	Var		7.37%			11.20%			7.70%			3.47%	

IT													
Technical Support Executive	Salary	23,800	36,500	49,900	19,900	28,500	44,300	19,600	35,100	60,400	19,400	30,600	65,600
	Var		13.48%			1.64%			5.15%			2.49%	
IT Admin	Salary	19,300	28,800	54,200	19,800	26,200	46,700	19,700	28,100	54,200	24,800	34,600	62,800
	Var		4.96%			3.47%			5.54%			1.77%	
Network Engineer	Salary	33,300	50,000	68,800	24,200	32,400	53,900	27,100	40,800	75,300	30,600	38,500	75,900
	Var		5.03%			4.67%			3.15%			3.40%	

Sales and Marketing													
Sales Executive	Salary	21,000	30,100	48,100	17,100	21,900	41,100	20,400	29,500	40,800	20,200	29,700	48,500
	Var		3.73%			1.89%			6.94%			5.80%	
Assistant Sales Manager	Salary	31,300	44,500	64,000	26,200	34,400	49,700	27,600	44,500	70,600	24,700	38,600	65,000
	Var		2.71%			4.95%			4.61%			3.94%	

Salary Tables for the industry - Media and Entertainment

	Ahmedabad			Bangalore			Chandigarh			Chennai			Delhi		
	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS

Accounts																
Accounts Assistant	Salary	15,600	22,800	34,200	21,900	25,000	38,800	15,400	20,200	27,700	15,300	26,600	35,900	20,700	27,000	42,000
	Var		4.11%			5.65%			3.92%			7.65%			5.50%	

Administration / Operations																
Operations Associate	Salary	10,700	15,100	21,700		21,100	32,200	7,700	11,800	17,700	9,700	19,400	24,300	15,500	29,200	37,700
	Var		3.75%			5.63%			2.04%			4.85%			4.50%	
Projectionist	Salary	10,600	15,100	20,000		15,300	27,000	8,100	12,700	21,000	11,600	18,600	30,100		22,500	36,600
	Var		3.48%			4.44%			3.31%			8.36%			7.05%	

Engineering																
Technician	Salary	20,800	28,200	35,200	27,500	38,200	42,800	17,800	25,800	33,100	20,600	31,200	38,700	23,500	31,000	40,200
	Var		4.68%			4.11%			4.64%			2.45%			3.32%	
Engineering Assistant	Salary	15,300	21,400	31,600	28,700	39,400	50,900	24,500	31,500	42,300	16,400	28,800	39,000	24,100	32,300	40,100
	Var		8.37%			6.99%			5.27%			6.08%			3.00%	

Sales and Marketing																
Installer	Salary	14,700	22,300	27,500	15,200	20,300	30,300	11,800	18,400	27,200	14,000	20,200	26,500	15,400	23,600	37,200
	Var		15.65%			5.88%			6.78%			6.29%			7.48%	
Marketing Executive	Salary	20,500	26,500	34,100	21,400	37,900	49,000	18,500	27,800	43,300	20,200	28,500	38,200	24,600	29,500	46,300
	Var		3.50%			3.76%			10.24%			6.88%			6.12%	

	Hyderabad			Kolkata			Mumbai			Pune		
	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS

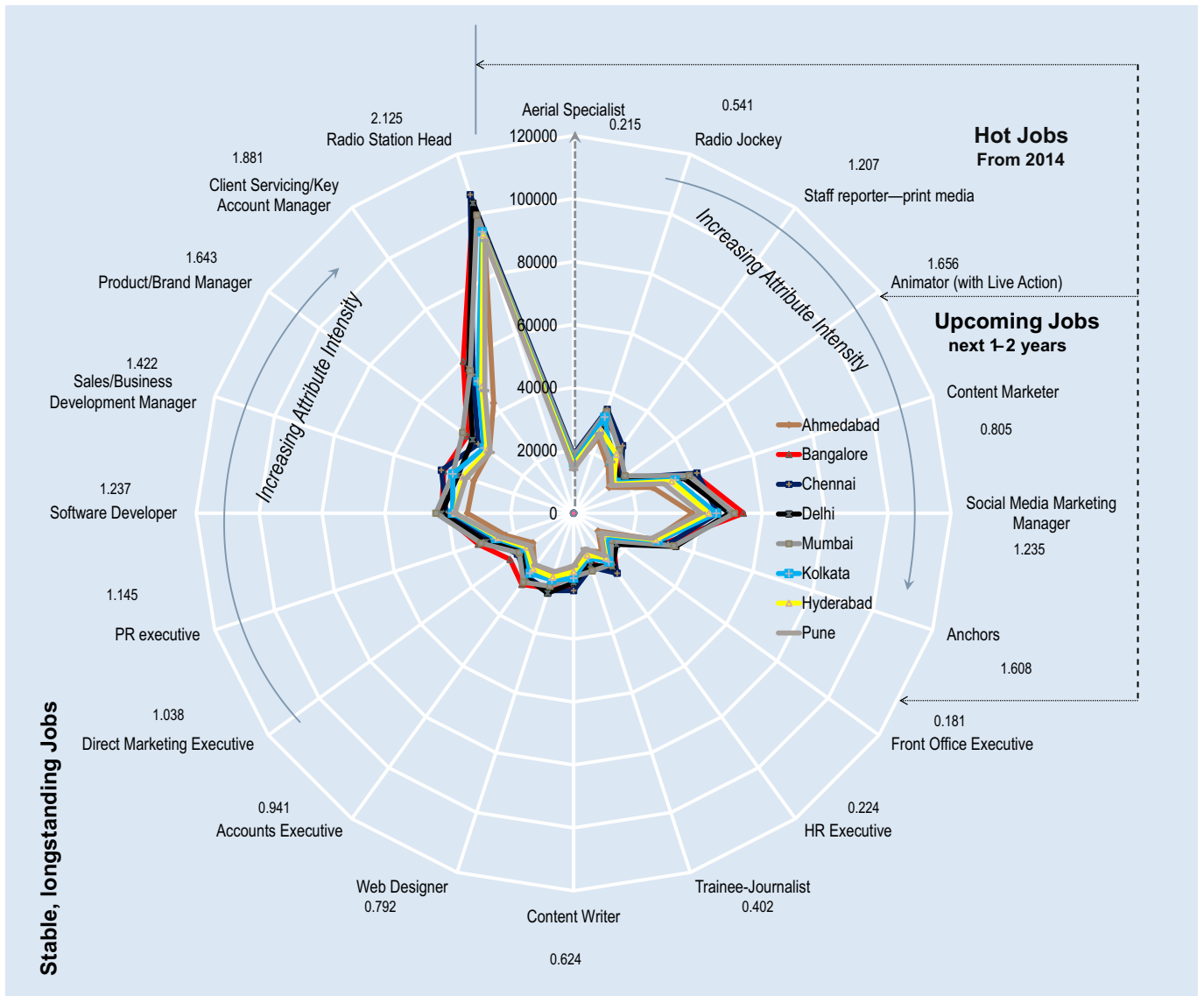
Accounts													
Accounts Assistant	Salary	17,500	25,900	36,800	13,100	24,900	39,800	17,700	29,600	49,200	13,800	24,500	37,500
	Var		7.55%			7.94%			5.24%			6.45%	

Administration / Operations													
Operations Associate	Salary	11,900	19,300	27,700	7,900	16,100	27,000	14,200	21,300	38,900	9,400	14,000	31,100
	Var		6.66%			3.04%			6.27%			5.40%	
Projectionist	Salary	12,800	19,100	28,200	8,200	14,500	25,000	12,600	22,900	37,100	13,400	19,400	30,400
	Var		3.79%			12.05%			5.06%			5.27%	

Engineering													
Technician	Salary	16,500	24,700	36,700	18,400	24,700	30,900	23,500	30,600	44,300	19,400	26,800	33,800
	Var		6.51%			2.68%			6.85%			5.83%	
Engineering Assistant	Salary	17,400	26,100	38,100	21,600	30,800	44,000	19,300	25,700	50,900	18,300	29,500	46,400
	Var		7.83%			6.47%			7.28%			4.88%	

Sales and Marketing													
Installer	Salary	13,800	23,300	29,400	7,700	11,900	19,900	16,000	24,600	33,100	14,100	21,100	31,000
	Var		2.98%			5.75%			6.39%			5.74%	
Marketing Executive	Salary	21,500	27,900	41,500	19,200	29,700	39,700	24,500	36,100	56,300	24,800	31,000	42,000
	Var		6.64%			7.17%			7.57%			6.48%	

Job Salary Skill Trends - Media and Entertainment

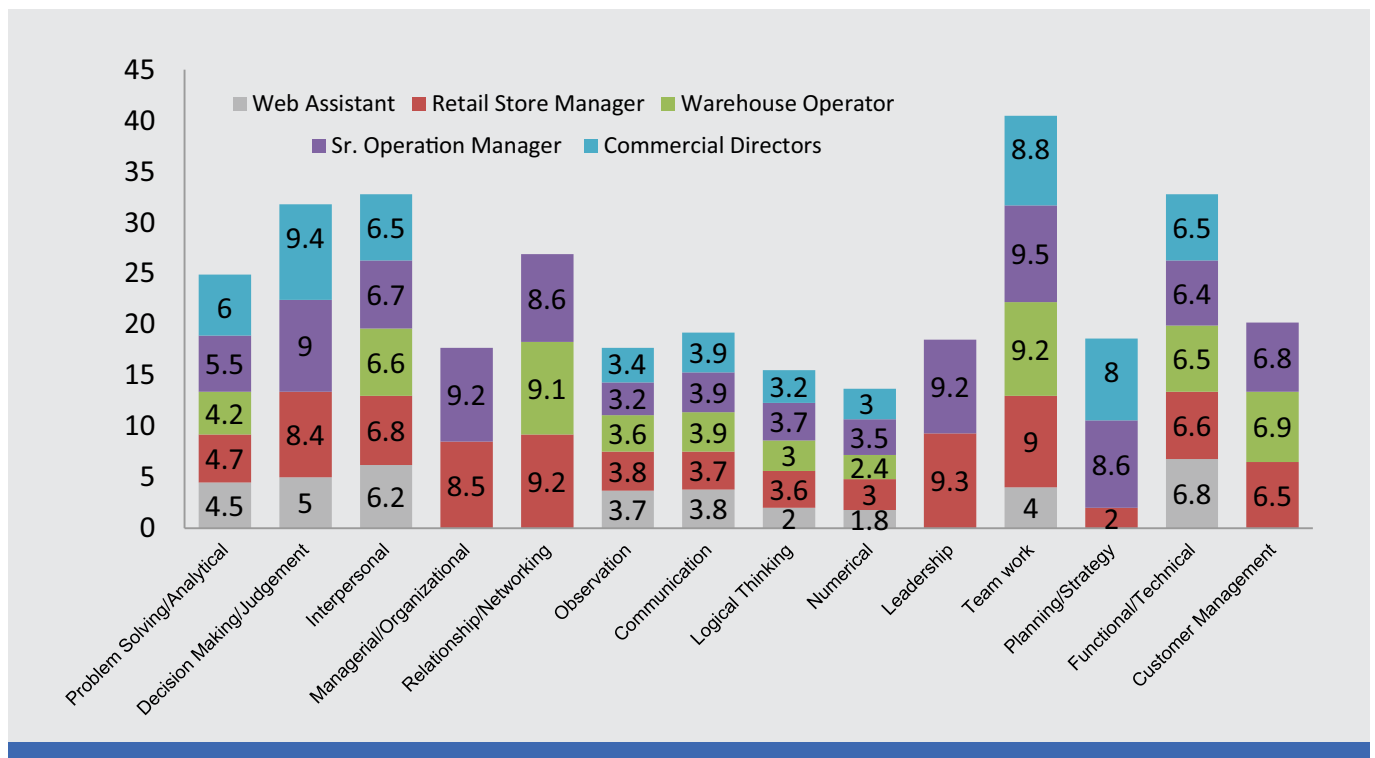


Retail

	City	Profile/Salary Growth/Gap between Temp & Perm
Top salaries paid	Mumbai	System Administrator Finance Executive
	Hyderabad/Bangalore	
	Kolkata	
Highest salary growth (annualized)	Bangalore	12.10%
	Ahmedabad/Mumbai	12.03%
	Pune	11.63%
Narrowest gap (between temp and perm salaries)	Delhi	2.41%
	Mumbai	2.54%
	Bangalore	2.72%

- The retail industry continues to ride high on the double digit growth path and is developing a voracious appetite for well-qualified talent.
- The perm-versus-temp variance is certainly seen to be narrowing, although in an industry that employs a more than substantial proportion of contract staff this gap is, still, relatively wide.
- The confluence of brick-and-mortar and ecommerce formats is driving the acquisition of a diverse talent set, a good part of which is skills for tomorrow.

Skill Attribute Ratings - Retail



Salary Tables for the industry - Retail

	Ahmedabad			Bangalore			Chandigarh			Chennai			Delhi		
	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS

Accounts																
Accounts Assistant	Salary	9,500	12,400	18,800	12,300	16,000	25,200	9,800	13,200	20,100	8,700	16,000	20,900	11,300	18,800	29,000
	Var		3.90%			6.73%			5.70%			9.71%			6.21%	
Finance Executive	Salary	14,100	22,100	38,000	14,300	24,700	50,000	13,800	24,500	43,600	13,200	20,600	38,400	15,600	21,500	45,900
	Var		3.78%			8.28%			10.14%			5.69%			4.61%	
Finance Advisor	Salary	17,500	25,400	46,800	24,500	26,300	55,300	17,100	24,700	46,700	14,600	26,200	44,800	23,200	28,900	48,600
	Var		4.87%			3.47%			11.70%			5.17%			10.43%	

Administration																
Office Assistant	Salary	7,200	10,900	14,000	8,800	12,700	17,000	8,800	10,700	13,000	7,900	12,400	15,700	8,800	11,500	18,400
	Var		3.84%			3.90%			6.97%			7.16%			3.60%	
Store Keeper	Salary	11,200	16,100	21,500	15,400	18,000	33,900	12,800	17,100	25,000	14,200	18,000	25,400	14,300	19,700	31,900
	Var		7.75%			4.81%			5.74%			5.37%			8.66%	
Supervisor	Salary	14,000	18,900	25,800	15,400	22,600	33,700	13,500	20,700	31,100	16,000	22,600	31,900	17,100	27,600	43,800
	Var		2.87%			12.11%			3.93%			4.44%			5.90%	

Blue Collar																
Packer Boy	Salary	6,600	7,600	11,200	9,000	12,000	16,400	6,000	8,600	12,500	6,100	7,000	11,400	7,500	9,300	13,900
	Var		8.69%			4.03%			7.19%			5.70%			7.70%	
Office Assistant Support	Salary	6,600	9,600	12,700	8,300	12,100	15,800	6,700	7,900	11,300	7,100	11,800	14,400	5,700	6,700	10,700
	Var		10.72%			3.60%			3.75%			6.02%			5.83%	
Delivery Personnel	Salary	8,000	12,300	14,300	7,500	13,800	17,600	6,400	10,300	13,300	8,900	12,600	15,600	9,500	13,500	17,300
	Var		3.01%			10.33%			7.91%			6.33%			5.65%	

Support Services																
Customer Service Executive	Salary	8,900	11,700	13,900	13,300	16,200	20,900	9,900	13,900	15,800	10,700	14,900	21,000	12,300	15,800	21,100
	Var		6.22%			7.30%			8.60%			7.13%			4.92%	
Customer Care Executive	Salary	11,300	15,300	17,600	18,400	19,200	25,500	9,800	13,300	16,600	10,600	13,400	24,100	11,700	14,400	20,200
	Var		4.39%			6.75%			11.73%			6.40%			6.62%	

Engineering																
Technician	Salary	10,000	12,500	16,600	15,300	19,400	23,800	12,700	15,000	18,500	10,300	13,800	19,900	13,100	16,500	22,800
	Var		2.75%			3.97%			4.72%			3.98%			5.78%	
Assistant Engineer	Salary	15,600	20,300	24,200	23,500	33,500	47,200	17,800	23,000	33,300	16,900	23,100	34,000	23,600	30,100	43,600
	Var		3.46%			4.13%			6.31%			4.05%			10.37%	

HR																
Executive Assistant	Salary	13,700	19,000	27,500	14,700	21,700	32,900	10,300	13,700	21,300	12,000	17,500	26,600	12,800	18,400	31,000
	Var		3.18%			10.16%			4.04%			4.12%			3.54%	
HR Executive	Salary	13,300	18,900	27,700	18,700	24,400	39,400	13,100	20,400	27,200	14,300	22,400	29,100	15,700	23,300	36,700
	Var		2.80%			9.73%			6.65%			10.00%			6.44%	
HR Officer	Salary	15,900	20,100	31,500	19,000	29,100	39,900	17,600	26,300	34,300	21,200	26,400	37,700	25,200	30,400	51,400
	Var		4.82%			8.42%			4.49%			5.23%			3.65%	

IT																
IT Executive	Salary	9,800	15,900	27,800	18,100	29,700	46,000	10,400	17,000	31,800	15,300	20,000	39,300	14,000	18,000	38,100
	Var		10.22%			3.21%			7.15%			10.51%			4.44%	
System Administrator	Salary	14,200	22,100	36,600	22,800	29,800	49,800	20,200	24,000	39,900	18,500	26,900	39,500	18,300	34,700	50,000
	Var		5.44%			4.48%			7.94%			2.75%			4.11%	

Sales and Marketing																
Sales Executive	Salary	10,000	12,900	22,900	15,400	19,700	31,900	13,200	17,600	24,400	12,000	16,700	28,700	14,100	20,100	37,300
	Var		3.24%			2.72%			5.77%			3.92%			9.27%	
Market Research Executive	Salary	11,600	13,300	18,600	15,400	22,400	28,200	11,600	11,400	17,200	10,900	15,800	23,700	11,400	14,700	26,400
	Var		2.74%			4.43%			3.60%			5.50%			7.18%	
Promoter	Salary	15,300	17,900	24,200	16,600	22,300	40,700	14,500	18,400	26,600	11,600	15,700	24,200	14,300	23,100	33,300
	Var		3.33%			4.40%			4.03%			4.22%			2.41%	

	Hyderabad			Kolkata			Mumbai			Pune		
	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS

Accounts													
Accounts Assistant	Salary	9,700	16,100	22,700	13,000	16,400	24,100	10,500	15,500	26,200	9,500	14,400	22,000
	Var		5.12%			6.61%			3.96%			7.17%	
Finance Executive	Salary	15,500	24,100	41,800	13,600	20,400	49,100	15,100	28,000	45,200	15,500	21,800	46,400
	Var		3.90%			4.97%			7.82%			8.58%	
Finance Advisor	Salary	22,100	28,700	55,300	22,000	30,500	53,900	23,600	35,600	66,200	24,500	36,200	50,800
	Var		5.05%			5.51%			4.61%			5.04%	

Administration													
Office Assistant	Salary	8,700	12,900	16,800	8,300	12,000	19,300	9,900	14,600	19,700	9,600	12,800	17,100
	Var		11.16%			5.57%			5.71%			8.46%	
Store Keeper	Salary	10,500	14,500	26,900	10,700	13,900	22,900	12,900	17,200	28,600	15,000	23,300	34,700
	Var		12.02%			3.19%			8.86%			3.41%	
Supervisor	Salary	16,900	21,500	31,700	15,400	19,200	32,000	19,800	28,200	40,400	15,400	20,800	32,800
	Var		2.91%			7.99%			4.37%			7.23%	

Blue Collar													
Packer Boy	Salary	6,400	8,800	12,200	6,400	9,000	11,500	8,100	9,700	13,300	6,800	8,500	12,800
	Var		1.52%			5.21%			4.19%			3.70%	
Office Assistant Support	Salary	5,100	7,700	11,400	5,700	7,400	12,000	8,900	11,700	14,200	6,000	9,400	12,500
	Var		7.04%			3.58%			3.34%			7.74%	
Delivery Personnel	Salary	8,600	12,300	15,500	7,700	10,000	16,400	12,000	14,300	18,300	8,000	10,700	15,300
	Var		3.24%			2.89%			5.28%			3.85%	

Support Services													
Customer Service Executive	Salary	8,900	13,800	20,200	7,600	11,300	17,900	11,600	19,500	28,100	9,700	14,900	26,200
	Var		3.13%			3.05%			3.97%			5.53%	
Customer Care Executive	Salary	11,800	15,600	22,500	10,800	15,100	20,800	14,700	21,200	34,500	13,500	20,200	32,600
	Var		6.87%			6.34%			4.09%			5.26%	

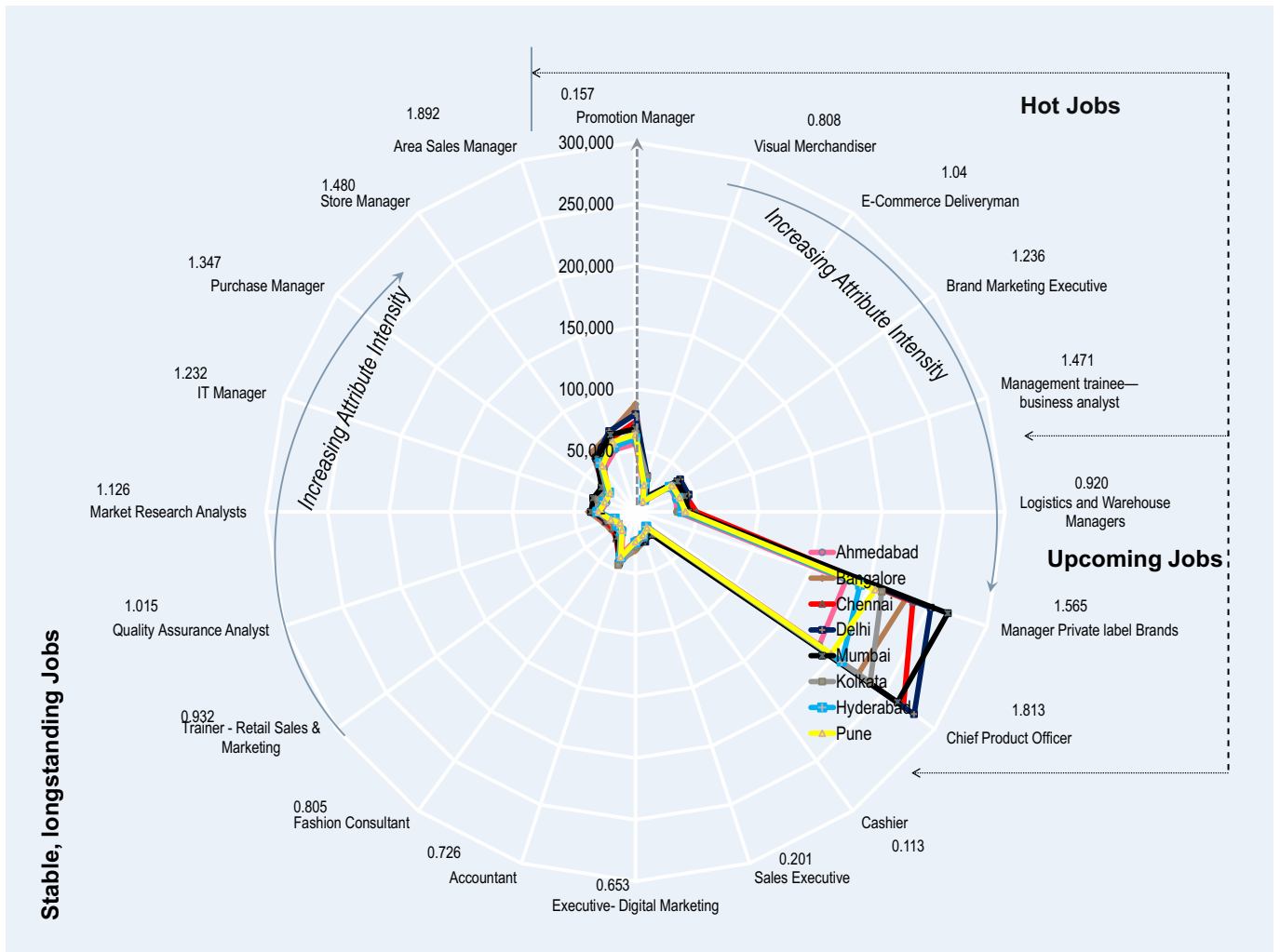
Engineering													
Technician	Salary	12,100	14,800	17,300	10,600	15,400	20,900	14,900	20,200	29,400	13,500	19,000	26,900
	Var		5.93%			5.92%			6.68%			9.23%	
Assistant Engineer	Salary	16,500	25,900	38,700	15,000	20,300	35,000	19,800	26,600	41,400	18,100	24,900	39,500
	Var		4.41%			3.17%			5.18%			4.92%	

HR													
Executive Assistant	Salary	13,300	21,200	30,000	10,900	15,600	26,100	11,500	20,300	35,400	12,400	17,200	32,400
	Var		7.09%			5.00%			7.50%			2.99%	
HR Executive	Salary	14,700	22,700	34,400	14,700	20,700	31,300	18,300	27,900	37,800	14,900	23,500	33,500
	Var		6.98%			5.32%			5.79%			4.35%	
HR Officer	Salary	14,700	21,300	33,000	16,300	21,200	29,700	22,800	31,800	53,300	20,500	25,500	39,200
	Var		5.29%			6.31%			3.83%			4.96%	

IT													
IT Executive	Salary	11,600	20,900	34,700	12,100	17,700	30,700	15,500	21,500	38,400	13,800	20,900	32,300
	Var		5.49%			2.97%			6.82%			4.41%	
System Administrator	Salary	19,800	24,000	43,300	16,400	24,600	39,500	22,000	34,800	59,600	17,700	31,200	51,600
	Var		3.90%			5.95%			7.71%			5.52%	

Sales and Marketing													
Sales Executive	Salary	12,700	20,400	32,600	12,200	19,000	31,200	14,000	22,500	40,300	10,200	15,800	26,800
	Var		4.96%			4.14%			2.54%			4.39%	
Market Research Executive	Salary	10,600	13,100	25,000	8,800	12,600	20,700	9,100	13,500	23,600	9,700	11,300	21,500
	Var		3.31%			6.10%			3.86%			3.33%	
Promoter	Salary	13,500	17,700	26,200	9,600	14,300	24,100	16,900	19,900	30,600	12,400	15,200	22,700
	Var		3.28%			10.10%			11.33%			3.73%	

Job Salary Skill Trends - Retail

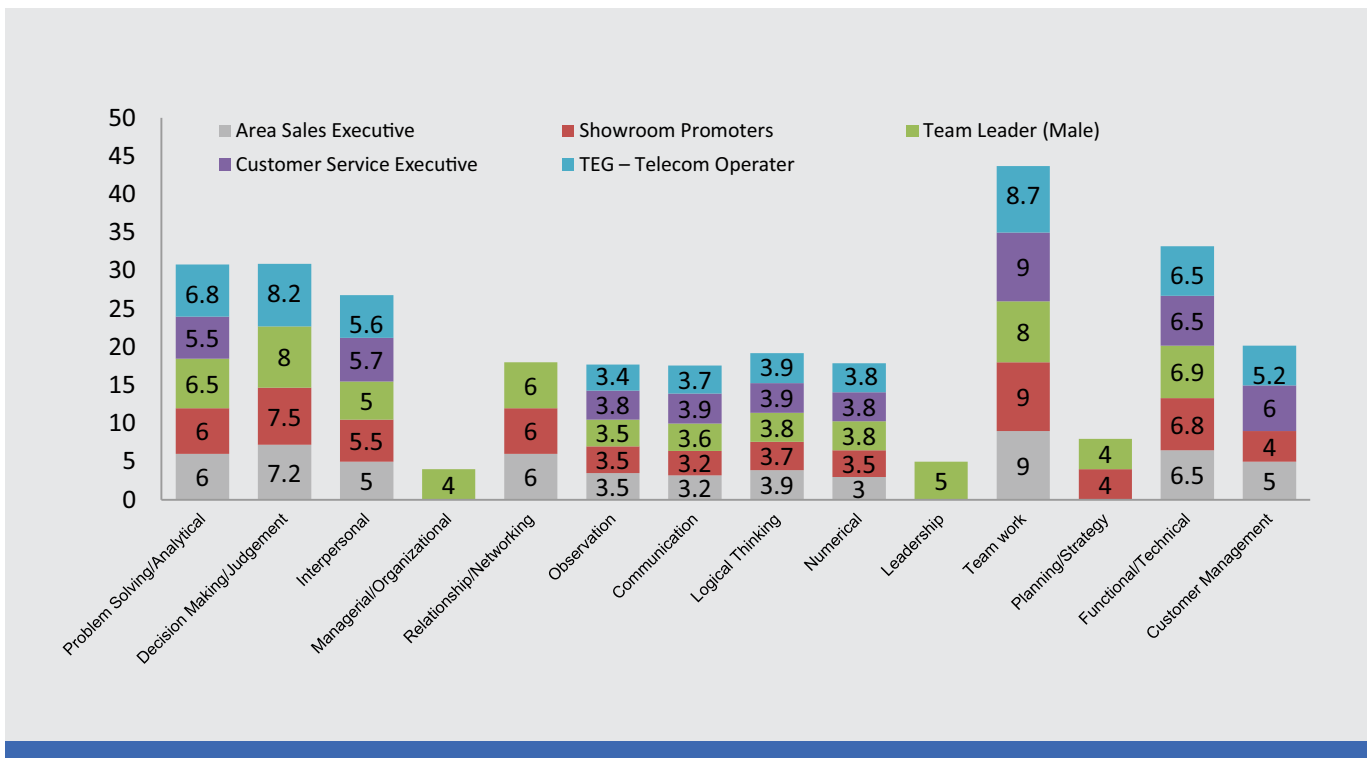


Telecommunications

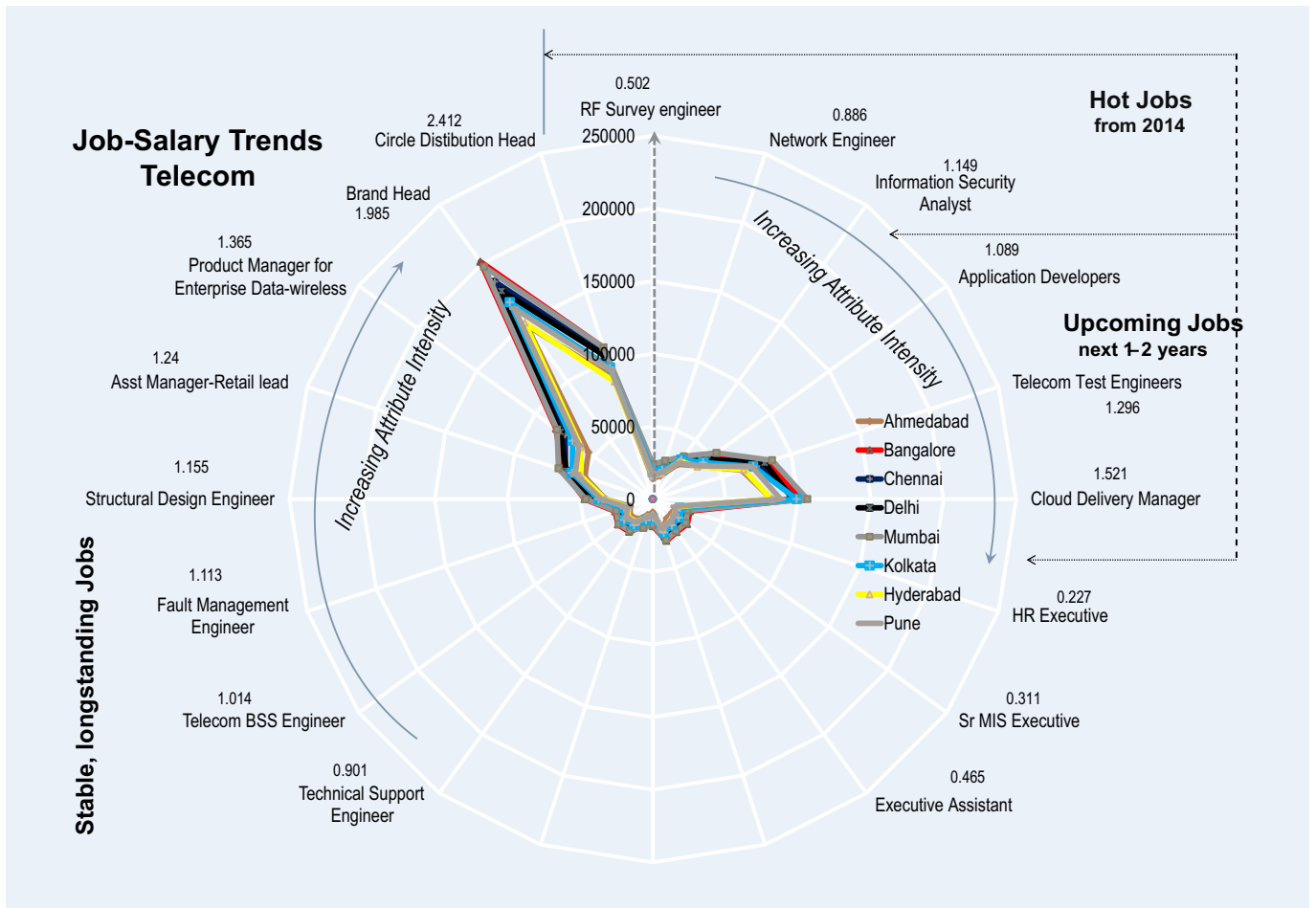
	City	Profile/Salary Growth/Gap between Temp & Perm
Top salaries paid	Delhi	Network Architect, I.T. Executive
	Bangalore	
	Mumbai	
Highest salary growth (annualized)	Pune	12.20%
	Mumbai	12.00%
	Delhi	11.56%
Narrowest gap (between temp and perm salaries)	Chennai/Delhi	2.33%
	Chandigarh	2.72%
	Pune	3.08%

- Payout growth is bestowed on the Telecommunications industry after a year of conservative rewards.
- The Operations and Technology intensive nature of the industry is the foundation for talent demand that is deep and wide in terms of expertise. Accordingly, the pipeline of new skills is abundant.
- The industry has a rich inventory of skills, with most roles demanding a bouquet of specialized skill attributes. This also implies that payouts are competitive and in line with the capabilities demanded.

Skill Attribute Ratings - Telecommunications



Job Salary Skill Trends - Telecommunications



Salary Tables for the industry - Telecommunications

	Ahmedabad			Bangalore			Chandigarh			Chennai			
	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	
Accounts													
Purchase Executive	Salary	11,000	13,800	20,200	17,600	23,200	29,400	12,200	15,600	23,100	12,200	17,900	24,900
	Var		5.40%			5.10%			13.27%			6.85%	
Accounts Assistant	Salary	11,900	15,000	20,400	15,400	23,800	35,500	11,600	18,900	22,600	14,900	22,800	37,000
	Var		3.41%			6.83%			4.21%			6.58%	
Accounts Executive	Salary	14,000	17,900	26,200	15,400	25,600	39,100	13,300	20,600	24,600	14,500	24,100	38,000
	Var		8.22%			6.74%			6.02%			11.87%	
Administration													
Admin Officer	Salary	11,600	15,000	24,700	13,200	18,800	34,000	12,800	16,700	24,700	13,600	18,200	30,800
	Var		4.13%			5.32%			4.11%			10.55%	
Operations Coordinator	Salary	9,500	13,200	24,000	17,900	21,400	39,300	16,100	16,500	30,300	14,600	19,700	28,700
	Var		8.74%			4.80%			3.76%			8.12%	
Admin Executive	Salary	14,100	20,200	25,100	18,100	28,900	45,300	18,100	23,600	37,700	19,400	22,700	34,300
	Var		5.73%			9.90%			4.51%			7.33%	
Blue Collar													
Office Assistant Support	Salary	6,800	8,500	12,100	11,900	14,800	16,800	8,400	11,500	15,100	9,700	12,400	14,200
	Var		6.24%			4.55%			4.84%			10.12%	
Support Services													
Tele Research Executive	Salary	11,600	13,100	17,800	12,900	16,000	26,900	11,000	12,600	20,300	10,900	14,800	17,200
	Var		3.52%			4.17%			6.05%			4.04%	
Customer Support Executive	Salary	10,800	14,000	20,600	16,300	19,300	30,500	11,900	19,700	28,000	14,700	20,800	25,600
	Var		5.61%			3.89%			6.61%			10.54%	
Engineering													
Technician	Salary	10,700	12,800	18,900	13,800	19,400	28,400	11,700	15,500	21,500	12,500	17,900	28,500
	Var		4.84%			5.75%			5.23%			7.63%	
Testing Engineer	Salary	12,100	16,700	25,500	17,900	23,300	35,600	14,100	19,500	26,400	15,800	22,200	32,700
	Var		5.71%			7.86%			8.13%			6.52%	
FM Engineer	Salary	14,600	24,900	34,300	19,600	29,800	49,500	15,400	26,500	37,800	16,000	26,700	39,700
	Var		7.36%			7.49%			6.99%			8.77%	
HR													
Recruitment Executive	Salary	13,100	19,100	27,600	18,500	24,900	34,600	14,700	20,300	32,000	16,100	20,900	28,400
	Var		6.16%			4.53%			5.09%			4.06%	
HR Executive	Salary	16,200	21,000	35,800	18,700	29,100	42,400				18,100	27,400	35,800
	Var		3.53%			4.05%						8.06%	
IT													
Trainee Network Operations	Salary	16,000			33,100			19,800			27,100		
	Var		3.82%			3.07%			6.52%			8.04%	
Network Architect	Salary	15,700	24,900	40,600	21,200	34,400	65,400	15,800	26,600	53,800	17,900	25,200	48,500
	Var		13.20%			6.15%			7.61%			4.70%	
IT Executive	Salary	16,500	23,300	31,600	21,700	30,200	55,300	14,000	25,500	46,200	18,500	25,300	47,100
	Var		4.44%			10.15%			4.28%			10.22%	
Sales and Marketing													
Sales Executive	Salary	10,900	15,700	20,700	10,400	18,900	24,600	10,200	13,000	19,700	9,500	14,800	21,900
	Var		8.37%			4.58%			5.50%			6.25%	
Relationship Executive	Salary	13,200	18,600	29,200	19,200	25,800	40,600	13,800	19,800	31,200	11,700	20,600	26,700
	Var		5.98%			3.68%			12.72%			4.43%	
Sales Coordinator	Salary	16,400	21,600	35,500	23,200	30,000	49,600	17,100	25,200	40,500	19,400	27,300	43,700
	Var		3.80%			3.78%			7.75%			5.19%	

	Delhi			Kolkata			Mumbai			Pune			
	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	0-2 YEARS	2-5 YEARS	5-8 YEARS	
Accounts													
Purchase Executive	Salary	17,700	22,900	37,500	16,100	23,600	28,900	17,800	21,800	38,700	17,200	22,900	36,800
	Var		8.83%			4.26%			6.88%			12.00%	
Accounts Assistant	Salary	17,800	26,300	46,000	16,300	25,700	32,200	18,600	28,700	43,100	14,700	19,100	34,500
	Var		4.43%			8.16%			4.62%			5.53%	
Accounts Executive	Salary	16,900	26,400	42,600	20,800	29,600	30,600	19,000	32,700	43,100	17,800	24,600	43,300
	Var		6.54%			4.35%			4.93%			5.53%	
Administration													
Admin Officer	Salary	16,900	24,600	40,500	12,300	21,700	29,100	17,800	26,200	43,300	18,000	23,800	40,200
	Var		10.19%			7.11%			4.93%			6.65%	
Operations Coordinator	Salary	17,600	22,800	41,200	8,900	13,800	30,500	21,100	30,800	43,000	21,600	31,900	39,300
	Var		9.19%			7.17%			5.96%			3.96%	
Admin Executive	Salary	19,600	26,500	46,100	16,300	25,000	39,800	22,100	30,600	48,200	22,100	30,800	40,700
	Var		6.54%			4.92%			5.83%			8.16%	
Blue Collar													
Office Assistant Support	Salary	12,700	15,400	17,700	11,300	13,600	14,700	12,100	15,000	16,900	11,200	16,300	19,600
	Var		4.63%			8.17%			5.21%			5.84%	
Support Services													
Tele Research Executive	Salary	14,300	19,400	26,900	12,300	20,000	26,600	15,400	22,300	29,000	14,200	22,900	26,100
	Var		3.60%			10.56%			12.06%			10.88%	
Customer Support Executive	Salary	16,800	23,400	33,100	13,100	23,500	28,700	18,400	27,500	36,300	14,700	19,900	27,000
	Var		4.85%			4.36%			5.93%			4.24%	
Engineering													
Technician	Salary	9,800	12,700	25,600	12,600	16,700	26,600	15,200	19,500	28,700	13,900	17,900	27,300
	Var		12.29%			9.06%			3.82%			6.33%	
Testing Engineer	Salary	19,000	25,200	38,400	17,200	23,200	27,800	20,800	25,900	37,200	14,900	22,600	33,000
	Var		9.95%			8.34%			4.47%			6.11%	
FM Engineer	Salary	17,100	25,100	43,400	19,100	25,300	41,000	23,000	31,400	44,600	19,300	28,800	37,900
	Var		4.23%			9.16%			8.14%			3.74%	
HR													
Recruitment Executive	Salary	17,700	23,500	33,400	14,600	19,600	29,200	18,900	26,500	44,500	16,800	23,900	43,000
	Var		5.41%			5.93%			3.47%			4.17%	
HR Executive	Salary	21,500	30,400	44,100	15,900	23,500	35,000	20,600	29,800	43,900	18,700	28,900	37,500
	Var		4.87%			7.55%			4.00%			11.77%	
IT													
Trainee Network Operations	Salary	29,200			24,500			26,100			27,200		
	Var		4.33%			8.52%			5.75%			10.36%	
Network Architect	Salary	20,100	33,600	66,900	16,100	27,300	55,100	19,400	29,800	58,100	19,900	30,600	58,700
	Var		4.07%			10.44%			3.92%			3.58%	
IT Executive	Salary	17,300	29,100	49,700	15,800	29,600	47,500	24,000	29,100	61,900	22,000	26,300	48,000
	Var		10.63%			12.17%			4.71%			3.76%	
Sales and Marketing													
Sales Executive	Salary	13,800	19,400	32,700	10,100	17,400	27,700	11,100	19,800	31,800	10,000	16,200	27,800
	Var		7.25%			3.96%			4.72%			3.08%	
Relationship Executive	Salary	20,800	28,900	41,500	12,200	17,200	30,000	14,500	24,100	41,000	14,700	15,300	29,100
	Var		2.33%			8.63%			7.77%			7.60%	
Sales Coordinator	Salary	21,700	35,000	57,100	14,400	24,000	39,700	17,800	27,500	50,800	16,900	25,300	49,300
	Var		4.02%			8.99%			4.91%			5.77%	



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