Compensation Index

Banking, Financial Services & Insurance (BFSI)

recruise

What's Inside

COMPENSATION INDEX · BFSI · JUNE 2026

A pay map for BFSI hiring in India. Bands by role and seniority, the skill premiums that move an offer, GCC vs domestic differentials, and the city you pay against. Built to answer one question: what does it cost to win the hire.

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The Big Picture

"A BFSI offer is not won on the base any more. It is won on whether you read the premium right. The same title can sit two bands apart once you price the risk, quant, or cyber skill underneath it. This index makes that gap visible before you make the offer."

Sachith Kumar Rai

Managing Director & Founder,
Recruise Global

THREE THINGS THE BFSI PAY MARKET IS TELLING YOU

- **Pay the premium where the gap is real.** AI and data roles carry a 38 to 42% skill shortage in BFSI GCCs, platform engineering 32 to 36%, cloud 28 to 32%. The market is paying 1.5x to 2.5x for those skills. Budget the premium up front or lose the candidate at offer.
- **Benchmark against the GCC, with the bank next door as your floor.** BFSI GCCs and product firms pay 20 to 40% above services firms for the same skill. If your competition for a candidate is a global bank GCC, the domestic-BFSI band will read low. Investment-banking GCCs sit at the top of the BFSI scale.
- **Set the band by city before you set it by grade.** A Bangalore offer and a Chennai offer for the same role can differ by a quarter. Bangalore reads 100, Chennai 74 to 80. Pay against the local market the candidate sits in, where a single national band misleads.

BFSI Pay 2026 at a Glance

THE HEADLINE NUMBERS

BFSI compensation in India is rising on a skills-led basis. Increments held near the national average, but the spread inside BFSI widened: GCCs and specialist skills pulled away from the domestic base.

BFSI SALARY INCREASE 2026 **~9%**	GCC INCREMENT (LEAD) **10.4%**
BANKING INCREMENT **~9.1%**	SKILL PREMIUM, SCARCE ROLES **1.5–2.5x**
AI / DATA SKILL GAP **38–42%**	FINANCIAL-SERVICES ATTRITION **~24%**

WHERE THE SPREAD COMES FROM

Three forces set the BFSI band in 2026: the scarce skill underneath the role, whether the employer is a GCC, and the city you hire in.

Skill premium

Pay follows scarcity. AI, ML, data engineering, cybersecurity, risk and quant carry 30 to 55% premiums over base BFSI pay. The deepest gap is AI and data at 38 to 42% in BFSI GCCs.

GCC differential

The GCC resets the band. GCCs and product firms pay 20 to 40% above services firms. Investment-banking GCCs lead BFSI; insurance starts lower but expands fastest at senior levels.

City differential

Bangalore = 100. Hyderabad 88 to 92, NCR 76 to 82, Pune 78 to 84, Chennai 74 to 80. Same role, up to a quarter apart depending on city.

Source: Aon, EY Future of Pay 2026, BFSI GCC FY2025–26, plugscale, 6figr, Glassdoor, Quess Corp (Apr 2026) (public, 2026), Recruise Intelligence.

The Market Read

The *skill* sets the band ahead of the title.

In BFSI, the scarce skill now sets the band before the job title does. Two candidates at the same grade can be worth very different numbers once you price the capability underneath the role, and the market has made that explicit. The deepest unmet demand is in AI and data, where the skill gap runs 38 to 42%, followed by platform engineering at 32 to 36% and cloud infrastructure at 28 to 32%. AI/ML and quant sit at the top of the premium scale.

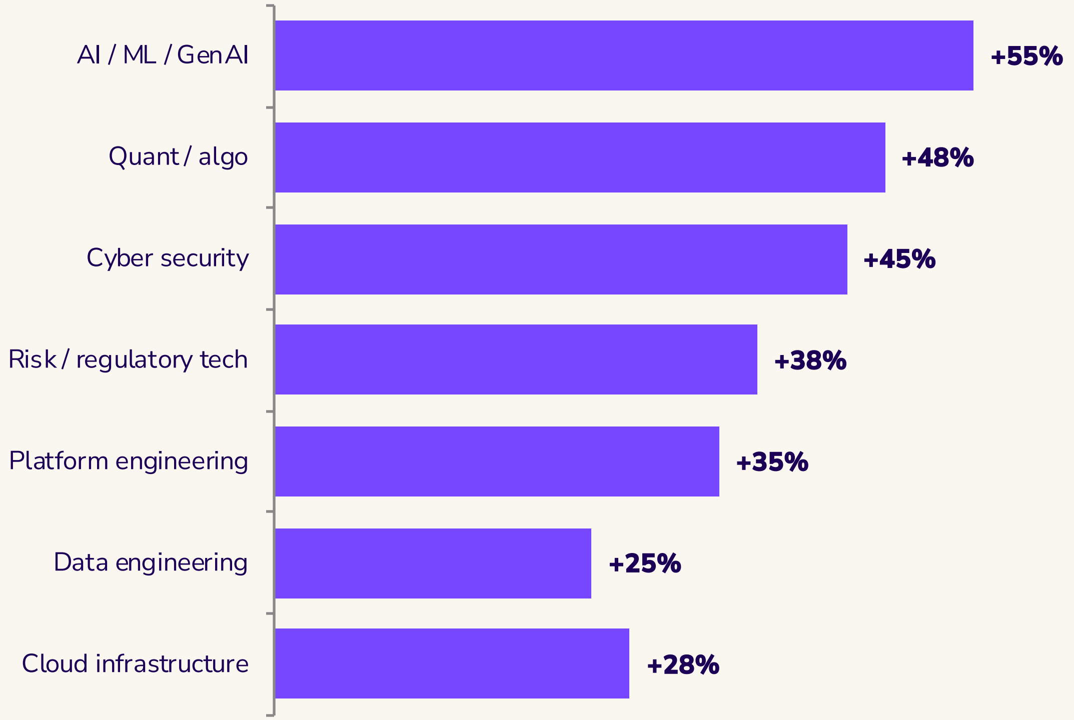
Those shortages translate directly into pay. On our reading the market is paying between 1.5 and 2.5 times the comparable base for the scarcest BFSI skills, and the offer climbs further when notice periods are short and the candidate has options. A risk-tech engineer is simply not priced like a generalist backend engineer, even on the same grade.

What hiring leaders should act on:

Brief every mandate by the scarce skill and the band it sits in, not by the title on the requisition. Price the premium for risk, quant, cyber and data before you go to market, set the band against the capability you actually need, then move fast. In this market, the premium is decided well before the offer table; budgeting it late is how these searches break.

Skill Premiums Over Base BFSI Pay

WHAT THE SCARCE SKILL ADDS



Premium over the comparable base BFSI role at the same seniority. AI/ML and quant top the scale; the deepest unmet demand is AI and data.

THE GAP DRIVING THE PREMIUM

AI / DATA SKILL GAP

38–42%

PLATFORM ENG. SKILL GAP

32–36%

CLOUD INFRA SKILL GAP

28–32%

How to use this

Read the band off the skill, then add the premium. A risk-tech engineer is not priced like a generalist backend engineer, even at the same grade. The market pays 1.5x to 2.5x for the scarcest BFSI skills, and pulls the offer up further when notice periods are short. Brief the mandate by capability, set the band, then move fast.

Source: Aon, EY, plugscale, Quess Corp (Apr 2026) (public), 2026. Skill-premium figures are based on Recruise data.

BFSI GCCs are repricing the market.

The GCCs have changed the reference price for BFSI talent. For the same skill, BFSI GCCs and product firms pay 20 to 40% above services firms, and at the scarcest end the premium reaches around 2.5 times base. Within the GCC world there is a clear order: investment-banking GCCs lead the scale, while insurance starts lowest but expands fastest at senior grades. The GCCs also hold their people better, with attrition around 14% against roughly 24% across financial services more broadly.

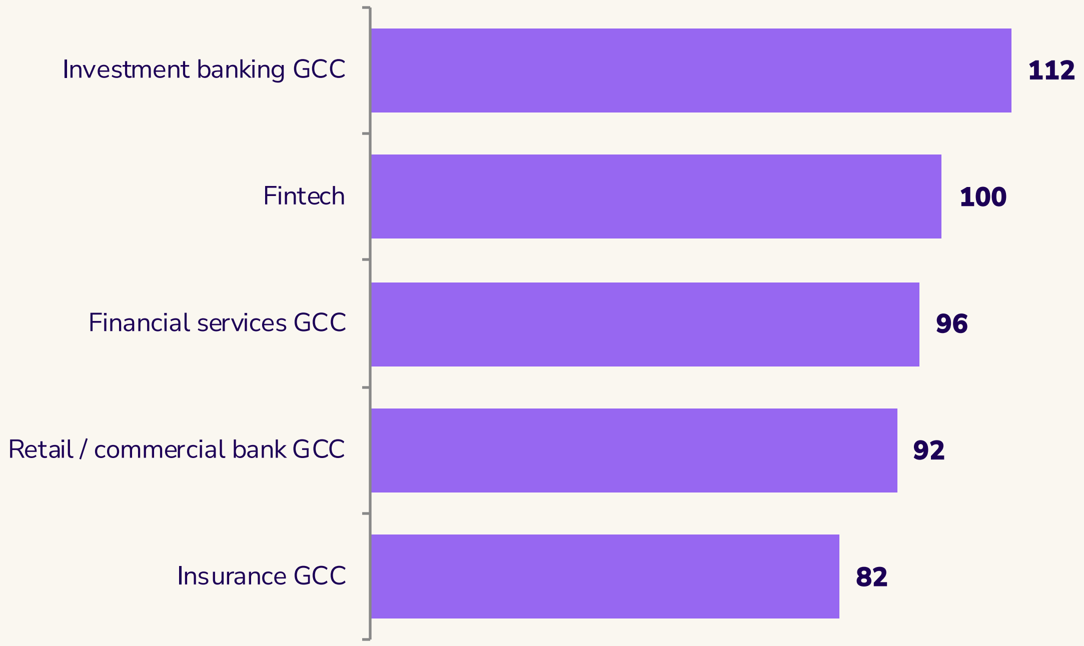
A worked example shows what this means at the offer table. A junior full-stack developer in an investment-banking GCC benchmarks at about ₹20.7 LPA fixed, rising toward ₹47.5 LPA for senior talent. The same role in a services firm sits well below that, and the difference is not a rounding error. It is the gap you have to budget for.

What hiring leaders should act on:

Benchmark against the GCC rather than the services firm, and treat the domestic bank next door as your floor, not your ceiling. Where a global-bank GCC is competing for your candidate, a services-firm band will read low and lose at offer. Budget 20 to 40% above it from the start, and price investment-banking mandates at the top of the BFSI scale.

GCC vs Domestic-BFSI Differential

SEGMENT PAY ORDER



Relative pay index, financial-services GCC = 96. Investment-banking GCCs lead BFSI; insurance starts lowest but expands fastest at senior grades.

THE GCC PREMIUM

GCC VS SERVICES PAY

+20–40%

SKILL PREMIUM PEAK

2.5x

GCC ATTRITION (VS FS 24%)

14.1%

Worked example: full-stack developer, investment-banking GCC

Public benchmark: junior full-stack in an investment-banking GCC reads about ₹20.7 LPA fixed, rising to ₹47.5 LPA for senior talent. The same role in a services firm sits well below that. The GCC premium is the gap you budget for when a global bank competes for your hire.

Source: Aon, EY, plugscale (public), 2026. Fintech = 100 anchor is Recruise modelling

FINDING THREE

The city decides *what you actually pay.*

Once the skill and the GCC premium are priced, city is the last variable, and it moves the number more than most bands assume. The same role can differ by as much as a quarter across locations. Taking Bangalore as the benchmark at 100, Hyderabad reads 88 to 92, Delhi NCR 76 to 82, Pune 78 to 84 and Chennai 74 to 80. A single national band will overpay in the top market and lose candidates in the others.

Location also shapes what kind of work sits where. Around 85% of BFSI GCC hiring is still in Tier-1, with Tier2 growing to a 10 to 12% share. The scarce risk, quant and AI mandates stay in the Tier-1 hubs, while Tier-2 tends to take volume and delivery roles first, so the city read is not only about cost of living but about where the complex capability actually lives.

What hiring leaders should act on:

Price every offer against the city the candidate sits in. Take the role band, layer on the skill premium, then scale by location: a senior data scientist priced at Bangalore 100 reads roughly 88 to 92 in Hyderabad and 74 to 80 in Chennai. Pay against the local market, or risk putting a stale offer on the table.

City Compensation Index

SAME ROLE, PRICED BY CITY

City	Index (Blr=100)	BFSI concentration
Bangalore	100	BFSI GCCs, fintech, product engineering
Hyderabad	88–92	Banking GCCs, data & analytics
Pune	78–84	Risk, ops engineering, shared services
Chennai	74–80	Fintech & infra depth, insurance ops
Delhi NCR	76–82	BFSI corporate, consulting, fintech

WHERE THE ROLES SIT

BFSI GCC HIRING IN TIER-1

~85%

TIER-2 GROWING SHARE

10–12%

Tier-1 still holds the complex work

About half of complex technical mandates stay in Tier-1 hubs. Tier-2 is growing but takes volume and delivery roles first, while the scarce risk, quant and AI work stays in Tier-1.

How to use the index

Take the role band, then scale by the candidate's city. A senior data scientist priced at Bangalore 100 reads roughly 88 to 92 in Hyderabad and 74 to 80 in Chennai. Pay against the local market or risk a stale offer.

Source: Aon, EY, plugscale (public), 2026.

The Benchmarks

Pay Bands: Role × Seniority

FIXED BASE, INR LPA, BANGALORE BENCHMARK

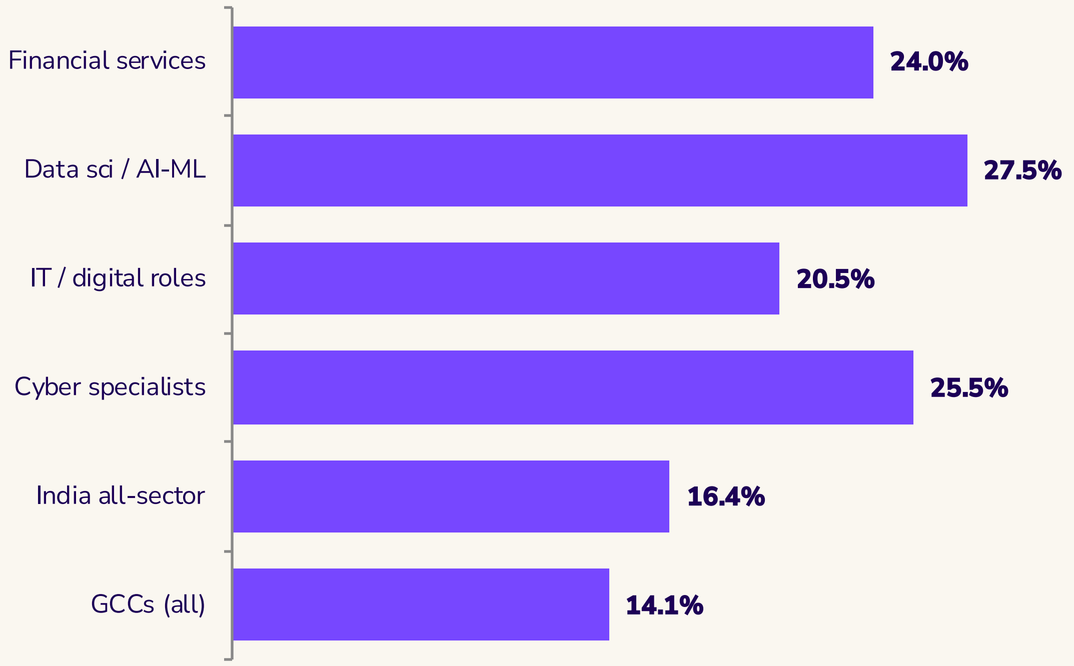
Role	Junior 0–2y	Mid 3–5y	Senior 6–9y	Lead 10y+
Risk / regulatory-tech engineer	12–18	24–38	40–60	62–95
Quant developer	14–22	28–46	48–74	78–120
Cyber security engineer (BFSI)	12–18	24–40	42–62	65–100
AI / ML engineer	14–22	28–45	48–72	78–120
Data engineer	10–16	20–32	34–52	55–82
Platform engineer	11–18	23–36	38–58	60–90
Cloud engineer	10–17	22–34	36–55	58–85
Full-stack engineer (IB GCC)	~20.7	28–40	42–55	

Read the band, then layer the skill premium and city index on top. Bands are public 25th–75th percentile fixed base for Bangalore.

Source: Aon, EY, plugscale (public), 2026. Quant developer band is from Recruise data.

Attrition and the Cost of Replacing

ATTRITION EXPOSURE



Financial services carries the highest segment attrition; BFSI GCCs run materially lower. The volatility concentrates where AI, data and cyber skills are scarcest.

WHAT IT COSTS YOU

Replacement hiring

Replacement now makes up about 40% of BFSI GCC recruitment. Gen Z tenure under 24 months keeps the backfill engine running.

The premium compounds

Lose a scarce-skill hire and you re-buy at a market that has moved up 1.5x to 2.5x. The retention spend is cheaper than the rehire premium.

Source: Aon, EY, plugscale, Quess Corp (Apr 2026) (public), 2026. Recruise data: niche-role attrition (Cyber, Data-sci/AI-ML)

Winning the Hire

Winning a BFSI hire is about reading the premium right, because the skill sets the price ahead of the job title.

Two candidates on the same grade can be worth very different numbers once you price the risk, quant, cyber or AI capability underneath the role, so brief the mandate by the scarce skill and the band it sits in, not the title on the requisition. From there, three numbers decide the offer: pay the premium where the shortage is real, benchmark against the GCC while treating the domestic bank as your floor, and set the band by the city the candidate sits in, because a single national number over- or under-pays by up to a quarter.

The cost of getting this wrong compounds, because losing a scarce-skill hire means re-buying into a market that has moved up, so retention spend on those roles is usually cheaper than the rehire premium.

Read the band off the capability you need, price the premium up front, and move before the offer table, because that discipline decides the hire more than the size of the budget. Bring us the brief and we will tell you what it takes to close.

Recruise Global

Want to hire talent that makes a real difference to your organisation?

Cut through the hype to get to what really matters.

About Us

Recruise is a global intelligence-led talent partner for enterprises, with offices in Bengaluru and Austin. For two decades, we have been a trusted partner to Fortune 2000 companies, scaling mid-market global capability centres, and the senior professionals who lead them — across Technology, Pharma, Life Sciences, and BFSI.

We combine deep sector expertise and proprietary hiring intelligence to deliver measurable impact across talent acquisition, executive search, and GCC transformation. Our work is reinforced by industry-leading research, deep market insights, and thought leadership across a wide range of sectors including Digital Services and ER&D, Enterprise Software, Internet of Things, Healthcare, Pharma, Lifesciences, Retail, Automotive, BFSI and Media & Telecom.

From scaling innovation to navigating disruption, global leaders turn to us to build, buy, and grow technology-led businesses that are ready for what's next.

Executive Search

Experienced Talent

Contract Staffing

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