



FREE REPORT · UPDATED 3 OCTOBER 2026

India Leadership Pay Report

What published surveys say CEOs, CFOs and other senior leaders earn in India. Every figure is quoted from a named source, labelled with what it measures and its year. Figures are never blended into one number, and where no source publishes a figure, this report says so.

HOW TO READ THE FIGURES *Five pay bases, never mixed*

Base salary. Base salary only. Excludes bonus and long-term incentives.

Fixed pay. Fixed salary only. Excludes variable pay and equity.

Total cash incl. long-term incentives. Fixed pay, variable pay and long-term incentives together.

Average total remuneration. The mean of total remuneration disclosed in annual reports.

Average CTC. The mean cost to company.

A median is the middle of a sample, an average can be pulled up by a few very high packages, and a range is the band a recruiter reports. So the figures for one title differ by source, and none of them is wrong. All values are per year, in Indian rupees (1 crore = 100 lakh).

CFO BASE SALARY BY COMPANY REVENUE *All sectors*

Revenue ₹1,000–5,000 crore		₹1–3 crore
Revenue ₹5,000–10,000 crore		₹1.5–4 crore
Revenue above ₹10,000 crore		₹1.75–6 crore

Check before relying on the top band. The same Business Standard article gives the above-₹10,000-crore band as both ₹1.75–6 crore and ₹1.75–8 crore. This report shows the lower figure until it can be checked against the Michael Page guide itself.

Source: [Michael Page India Salary Guide 2026](#), as reported by Business Standard, 10 March 2026 ^[2].

STARTUP LEADERSHIP, ALL ROLES *Context, not role-specific*

All startup leadership roles (CXO, VP, function head): **₹80 lakh – ₹1.7 crore** fixed pay, range. [xto10x Evolving Compensation Trends 2024-25](#), as reported by Passionate In Marketing ^[4].

PAY BY ROLE AND COMPANY TYPE *CEO, COO, CFO*

CEO

LARGE / LISTED

₹10.8 crore MEDIAN	CEO (promoter and professional) Total cash incl. long-term incentives · 2025 survey (FY2024-25) Deloitte India Executive Performance & Rewards Survey 2025, p.4 ^[1]
₹10 crore MEDIAN	Professional CEO Total cash incl. long-term incentives · 2025 survey (FY2024-25) Deloitte India Executive Performance & Rewards Survey 2025, p.4 ^[1]
₹18.3 crore MEDIAN	Promoter CEO Total cash incl. long-term incentives · 2025 survey (FY2024-25) Deloitte India Executive Performance & Rewards Survey 2025, p.4 ^[1]
₹7.2 crore AVERAGE	CEO, listed companies Average total remuneration · FY2023-24 Resource Bridge CEO & CFO Compensation Reports 2025, as reported by Business Standard, 29 July 2025 ^[5]

STARTUP

—	No published data yet.
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MANUFACTURING

—	No published data yet.
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COO

LARGE / LISTED

₹4.1 crore MEDIAN	COO Total cash incl. long-term incentives · 2025 survey (FY2024-25) Deloitte India Executive Performance & Rewards Survey 2025, p.6 ^[1]
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STARTUP

—	No published data yet.
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MANUFACTURING

₹1–3 crore RANGE	COO, manufacturing Base salary · 2026 Michael Page India Salary Guide 2026, as reported by Business Standard, 10 March 2026 ^[2]
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CFO

LARGE / LISTED

₹3.9 crore MEDIAN	CFO Total cash incl. long-term incentives · 2025 survey (FY2024-25) Deloitte India Executive Performance & Rewards Survey 2025, p.6 ^[1]
₹2.3 crore AVERAGE	CFO, listed companies Average total remuneration · FY2023-24 Resource Bridge CEO & CFO Compensation Reports 2025, as reported by Business Standard, 29 July 2025 ^[5]
see CFO bands	Base salary by company revenue, all sectors: page 1.

STARTUP

₹1.1 crore MEDIAN	CFO, growth-stage startups Fixed pay · 2024-25 xto10x Evolving Compensation Trends 2024-25, as reported by Moneycontrol, 6 March 2025 ^[3]
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MANUFACTURING

—	No published data yet.
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see CFO bands	No manufacturing-specific CFO figure. Base salary by company revenue, all sectors: page 1.
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PAY BY ROLE AND COMPANY TYPE CHRO, CTO / CIO, VP Sales, VP Product

CHRO

LARGE / LISTED

₹2.6 crore MEDIAN	Head of Human Resources Total cash incl. long-term incentives · 2025 survey (FY2024-25) Deloitte India Executive Performance & Rewards Survey 2025, p.6 ^[1]
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₹1.5–4 crore RANGE	Head of HR / CHRO, large listed companies (15+ years) Base salary · 2026 Michael Page India Salary Guide 2026, as reported by Business Standard, 10 March 2026 ^[2]
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STARTUP

₹95.2 lakh MEDIAN	CHRO, growth-stage startups Fixed pay · 2024-25 xto10x Evolving Compensation Trends 2024-25, as reported by Moneycontrol, 6 March 2025 ^[3]
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MANUFACTURING

—	No published data yet.
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VP Sales

LARGE / LISTED

—	No published data yet.
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STARTUP

₹85.1 lakh MEDIAN	VP Sales, B2B SaaS startups Fixed pay · 2024-25 xto10x Evolving Compensation Trends 2024-25, as reported by Moneycontrol, 6 March 2025 ^[3]
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MANUFACTURING

—	No published data yet.
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CTO / CIO

LARGE / LISTED

₹1.7 crore MEDIAN	CIO Total cash incl. long-term incentives · 2025 survey (FY2024-25) Deloitte India Executive Performance & Rewards Survey 2025, p.6 ^[1] Deloitte publishes a CIO figure, not a CTO figure.
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STARTUP

₹1.77 crore MEDIAN	CTO, growth-stage startups Fixed pay · 2024-25 xto10x Evolving Compensation Trends 2024-25, as reported by Moneycontrol, 6 March 2025 ^[3]
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MANUFACTURING

—	No published data yet.
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VP Product

LARGE / LISTED

—	No published data yet.
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STARTUP

₹1.72 crore MEDIAN	SVP Product, growth-stage startups Fixed pay · 2024-25 xto10x Evolving Compensation Trends 2024-25, as reported by Moneycontrol, 6 March 2025 ^[3]
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MANUFACTURING

—	No published data yet.
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PAY BY ROLE AND COMPANY TYPE *Head of Marketing, BU head / GM, Plant / Ops head*

Head of Marketing

LARGE / LISTED

— *No published data yet.*

STARTUP

₹80.6 lakh

MEDIAN

Head of Brand Marketing, growth-stage startupsFixed pay · 2024-25
xto10x Evolving Compensation Trends 2024-25, as reported by Moneycontrol, 6 March 2025 ^[3]

MANUFACTURING

— *No published data yet.*

Plant / Ops head

LARGE / LISTED

— *No published data yet.*

STARTUP

— *No published data yet.*

MANUFACTURING

₹80 lakh – ₹2 crore

RANGE

Head of Manufacturing / OperationsBase salary · 2026
Michael Page India Salary Guide 2026, as reported by Business Standard, 10 March 2026 ^[2]

₹70 lakh – ₹1.5 crore

RANGE

Plant / Site Head (15+ years)Base salary · 2026
Michael Page India Salary Guide 2026, as reported by Business Standard, 10 March 2026 ^[2]

BU head / GM

LARGE / LISTED

₹2.1 crore

MEDIAN

Business Unit HeadTotal cash incl. long-term incentives · 2025 survey (FY2024-25)
Deloitte India Executive Performance & Rewards Survey 2025, p.6 ^[1]

STARTUP

— *No published data yet.*

MANUFACTURING

— *No published data yet.*CITY CONTEXT *Senior managers, not CXO pay*

No source used here publishes CXO pay by city. These are average CTCs for all senior managers with 15+ years of experience (function and geography heads), across six industries. Use them to compare cities, not to price a CXO role.

Mumbai		₹38.85 lakh
Bengaluru		₹36.46 lakh
Ahmedabad		₹35.12 lakh
Chennai		₹34.76 lakh
Pune		₹33.32 lakh
Hyderabad		₹32.84 lakh
Delhi NCR		₹31.22 lakh
Kolkata		₹25.03 lakh

Average CTC, 2024-25. Tier-1 average ₹34.11 lakh. Source: [Randstad India Annual Salary Trends Report 2024-25](#), p.14 ^[6].



NO PUBLISHED DATA YET *Role and company type with no role-specific figure*

CEO: Startup, Manufacturing

VP Sales: Large / listed, Manufacturing

COO: Startup

VP Product: Large / listed, Manufacturing

CFO: Manufacturing (all-sector revenue bands on page 1)

Head of Marketing: Large / listed, Manufacturing

CHRO: Manufacturing

BU head / GM: Startup, Manufacturing

CTO / CIO: Manufacturing

Plant / Ops head: Large / listed, Startup

METHOD

Published figures only, each quoted from a named report or a press report of one. Nothing is estimated, adjusted for inflation or converted between pay bases. Where several sources cover a role, each figure is listed separately. Some guides are gated, so their figures are quoted as reported by the publication named. A search firm's marketing article and crowdsourced figures for engineering managers were left out.

SOURCES

- [1] **Deloitte India Executive Performance & Rewards Survey 2025**. Data year: 2025 survey (FY2024-25). <https://www.deloitte.com/content/dam/assets-zone1/in/en/docs/services/human-capital/in-hc-2025-di-epr-report.pdf>
- [2] **Michael Page India Salary Guide 2026**, as reported by Business Standard, 10 March 2026. Data year: 2026. https://www.business-standard.com/finance/personal-finance/india-s-top-salaries-hit-8-cr-as-companies-pay-30-premium-for-ai-talent-126031000355_1.html
- [3] **xto10x Evolving Compensation Trends 2024-25**, as reported by Moneycontrol, 6 March 2025. Data year: 2024-25. <https://www.moneycontrol.com/news/business/startup/tech-leaders-in-engineering-product-data-science-earn-80-more-startup-cfos-pay-linked-to-fundraising-xto10x-report-indian-startups-12957676.html>
- [4] **xto10x Evolving Compensation Trends 2024-25**, as reported by Passionate In Marketing. Data year: 2024-25. <https://www.passionateinmarketing.com/leadership-salaries-see-20-30-growth-per-stage-critical-leaders-make-66cr-and-more-in-unicorn-plus-startups-through-equity-plans-evolving-compensation-trends-in-the-indian-startup-ecosystem/>
- [5] **Resource Bridge CEO & CFO Compensation Reports 2025**, as reported by Business Standard, 29 July 2025. Data year: FY2023-24. https://www.business-standard.com/economy/news/india-ceo-cfo-compensation-trends-2025-salaries-mnacs-vs-indian-firms-125072900979_1.html
- [6] **Randstad India Annual Salary Trends Report 2024-25**. Data year: 2024-25. <https://info.randstad.in/hubfs/Thought%20leadership%20reports/Annual%20salary%20trends%20report%202024-%202025.pdf>

Published figures from third-party reports, quoted with attribution. Not GoodSpace data. No affiliation with or endorsement by any source is implied. General information, not pay advice. Last updated 3 October 2026. The live benchmark: vinaypasricha.com/tools/leadership-pay-benchmark.

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