

CONSULTING TALENT MARKET – INDIA

Consulting Talent Market – India 2025–26

Talent Intelligence Report

May 2025

TABLE OF CONTENTS

01

EXECUTIVE SUMMARY

— Key insights, numbers, critical findings

02

INDUSTRY OVERVIEW

— Market size · Sub-industry splits · Talent pool · Seniority pyramid

03

COMPETITION MAPPING

— Strategy · Management · Technology · Operations · Risk · HR consulting

04

TALENT ARCHITECTURE

— City clusters · Campus hiring · Talent gap matrices

05

COMPENSATION

— Role × Experience matrices · Sub-industry / city / skill premiums

06

WORKFORCE BEHAVIOUR

— Attrition · Switching intent · Talent mobility signals

07

APPENDICES

— Methodology · Sensitivity · Data gaps · Sources

INDUSTRY SIZE

USD 8.31B (2025) → USD 9.36B (2026) at 12.68% CAGR; Operations consulting largest (36.1% share); Technology fastest-growing (15.92% CAGR)

TALENT POOL

145,000–160,000 core consultants (2025); 52–58% workforce <5 yrs experience; +12–14% headcount growth projected for 2026

COMPETITION

BCG leads headcount (3,200–3,600); Deloitte most city-diversified (8+ cities incl. Tier-2); Technology consulting firms total 29,300–38,850 headcount

TALENT GAPS

Critical shortage: GenAI (+150–200% gap), Cybersecurity (+80–120%), Cloud Architect (+40–80%); Junior analysts oversupplied by 30–60%

COMPENSATION

Strategy premium +15–30% vs industry median; Technology premium +18–40%; GenAI skill premium +40–80%; Delhi NCR highest city index (108–112)

ATTRITION

Consulting attrition 20–24% (vs India avg 17.1%); GenAI Consultants highest (28–35%); 75–82% of workforce considering job change in 2025

MOBILITY

Bengaluru: highest outflow (startup drain); Tier-2: significant metro migration; 65–82% of workforce actively reachable by recruiters

SECTION 1

INDUSTRY OVERVIEW

Metric	2025 Value (USD)	2026 Value (USD)	Growth / CAGR	Source
Total Consulting Market	8.31 Billion	9.36 Billion	12.6% YoY	Mordor Intelligence / ResearchAndMarkets ¹
CAGR Forecast (2026–2031)	—	—	12.68% CAGR	ResearchAndMarkets ¹
Alternative Estimate (6W Research)	13 Billion	~14.4B	11% CAGR (2025–32)	6W Research (broader definition) ²
Inclusive (IT + Consulting)	~24 Billion	—	NA	Consulting Quest / Appliance Ventures ²

SUB-INDUSTRY MARKET BREAKDOWN (2025)

Sub-Industry	2025 Size (USD)	2026 Size (USD)	% Share (2025)	CAGR (2026–31)	Gap Status
Operations Consulting	3.00B	3.37B	36.10%	12.40%	Moderate
Strategy Consulting	2.62B	2.95B	31.50%	11.80%	Moderate
Technology / Digital Consulting	1.32B	1.49B	15.90%	15.92% ★	CRITICAL
HR / Organization Consulting	0.66B	0.75B	7.94%	13.50%	Moderate
Risk & Compliance Consulting	0.40B	0.45B	4.81%	13.75%	Mod-High
Other (Sustainability, M&A, SC)	0.31B	0.35B	3.73%	12.20%	Low
TOTAL	8.31B	9.36B	100%	12.68%	—

★ Fastest growing sub-industry: GenAI/cloud/cybersecurity driving demand

Workstream	Headcount (E)	% Share	Typical Roles	Primary Sub-Industry
Strategy & Transformation	42,000–50,000	28–31%	Partner, Manager, Consultant, Analyst, M&A Specialist	Strategy Consulting (31.5%)
Operations / Supply Chain	44,000–52,000	30–32%	Ops Manager, SC Consultant, Lean Six Sigma, Procurement	Operations Consulting (36.1%)
Technology / Digital Consulting	24,000–28,000	15–17%	Solutions Architect, Data Engineer, Cloud Specialist, AI/ML Consultant	Technology Consulting (15.9%)
HR / Organization Consulting	12,000–16,000	8–10%	OD Consultant, Talent Strategist, Comp & Benefits, Change Mgmt	HR Consulting (7.9%)
Risk / Compliance / ESG	8,000–12,000	5–8%	ESG Advisor, Compliance Analyst, Risk Manager, Regulatory Spec.	Risk & Compliance (4.8%)
Support / Analytics / Other	13,000–18,000	8–11%	Research Analyst, Project Coordinator, Data Analyst	Cross-functional
TOTAL	143,000–176,000	100%	—	—

145K–160K

Core Consultants (E)
Pure Consulting

220K–250K

Incl. IT-Led Consulting Arms
(TCS, Infosys, Wipro)

1.66M+

GCC Talent Pool
(35–40% consulting-adjacent)

12–14%

Projected Headcount Growth
(2025 → 2026)

(E) = Estimated | Source: Mordor Intelligence market size ÷ Revenue per FTE model; GCC: Zinnov 2025

SENIORITY MIX (2025)

Level	Headcount (E)	% of Total	Exp. Range	Typical Titles
Analyst / Associate	68,000–78,000	45–48%	0–3 yrs	Business Analyst, Jr. Consultant, Graduate Trainee
Consultant / Sr. Consultant	42,000–48,000	28–30%	3–7 yrs	Consultant, Senior Consultant, Specialist
Manager / Sr. Manager	18,000–22,000	12–14%	7–12 yrs	Manager, Senior Manager, Delivery Lead
Assoc. Partner / Director	6,000–8,000	4–5%	12–15 yrs	Associate Partner, Director, Senior Principal
Partner / Senior Partner	4,000–6,000	2–3%	15+ yrs	Partner, Principal, Senior Partner, MD
TOTAL	138,000–162,000	100%	Avg 4.8–5.2 yrs	—

GROWTH VS. TALENT SUFFICIENCY

Sub-Industry	CAGR (2026–31)	Headcount Need	Supply Status	Gap Rating
Technology / Digital	15.92%	~18–20% YoY	TIGHT / Critical	CRITICAL
Risk & Compliance / ESG	13.75%	~15–16% YoY	Moderate	MOD-HIGH
HR / Organization	13.50%	~15% YoY	Moderate	MODERATE
Operations	12.40%	~14% YoY	Moderate-High	MODERATE
Strategy	11.80%	~12–13% YoY	Moderate (Sr. tight)	MODERATE
Overall Market	12.68%	~14% YoY	Moderate (Sr. Tight)	MODERATE

SECTION 2

COMPETITION MAPPING

Firm	Type	India HC (2025)	Key Cities	Talent Focus (2025–26)
McKinsey & Company	Global	2,800–3,200	Mumbai, Delhi NCR, Bengaluru, Hyderabad, Pune	Digital Strategy, AI Integration, Sustainability
BCG	Global	3,200–3,600 ★	Delhi NCR (largest), Mumbai, Bengaluru, Hyderabad, Chennai	Tech Strategy, ESG Advisory, Analytics
Bain & Company	Global	1,800–2,100	Delhi NCR, Mumbai, Bengaluru	Private Equity, Deal Advisory, Growth Strategy
A.T. Kearney	Global	1,200–1,400	Mumbai, Delhi NCR, Bengaluru, Pune	Supply Chain Strategy, Procurement, Digital
Deloitte Strategy & Ops	Global	2,200–2,600	Mumbai, Delhi NCR, Bengaluru, Hyd, Pune, Chennai, Coimbatore	AI/ML Strategy, Cloud Strategy, M&A Integration
EY Strategy & Transformation	Global	1,600–1,900	Mumbai, Delhi NCR, Bengaluru, Hyd, Pune, Chennai, Kolkata	Digital Transformation, Regulatory Strategy, ESG
PwC Strategy & Deals	Global	1,400–1,700	Mumbai, Delhi NCR, Bengaluru, Hyderabad, Pune, Chennai	Digital Strategy, PE Advisory, Startup Advisory
KPMG Strategy	Global	900–1,100	Mumbai, Delhi NCR, Bengaluru, Hyderabad, Pune	Digital Strategy, AI Governance, Cyber Risk
Accenture Strategy	Global	1,500–1,800	Bengaluru, Mumbai, Delhi NCR, Hyderabad, Pune, Chennai	AI Adoption, Cloud Strategy, Sustainability
RedSeer Consulting	Indian	350–450	Bengaluru, Mumbai, Delhi NCR	Fintech, E-commerce, Startup Growth Strategy
Oliver Wyman	Global	400–550	Mumbai, Delhi NCR, Bengaluru	Insurance Strategy, Financial Risk, Digital
Total (Tier 1 & 2 firms)	—	~21,000–26,500	—	—

★ BCG Delhi NCR office: +14% hiring YoY (2025). MBB – McKinsey, BCG, Bain | HC – Headcount | (S) – Sourced | Source: LinkedIn, TheFinanceStory, CaseBasix 2025–26

Firm	Type	India HC (2025)	Key Cities	Talent Focus (2025–26)
Deloitte Technology Consulting	Global	4,200–5,000 ★	Mumbai, Delhi NCR, Bengaluru, Hyd, Pune, Chennai, Coimbatore	GenAI, Cloud Architecture, Cybersecurity, Data Engineering
Accenture Technology	Global	3,500–4,200	Bengaluru, Mumbai, Delhi NCR, Hyderabad, Pune, Chennai	GenAI, Cloud Engineering, MLOps, Cloud Architects
TCS Technology Consulting	Indian	3,000–3,600	Bengaluru, Mumbai, Hyd, Pune, Delhi NCR, Chennai + Tier-2	Cloud Architecture, GenAI, Data Engineering
Infosys Consulting	Indian	2,500–3,000	Bengaluru, Hyd, Delhi NCR, Mumbai, Pune, Chennai	Generative AI, Cloud Architecture, Advanced Analytics
EY Technology Consulting	Global	2,000–2,500	Mumbai, Delhi NCR, Bengaluru, Hyderabad, Pune, Chennai	Cybersecurity, Cloud Architecture, Data Science
PwC Technology Consulting	Global	1,800–2,200	Mumbai, Delhi NCR, Bengaluru, Hyderabad, Pune, Chennai	Cybersecurity, Cloud Engineering, Data Science
Wipro Consulting / Digital	Indian	1,800–2,200	Bengaluru, Hyderabad, Mumbai, Pune, Chennai	Cloud Architecture, Data Engineering, RPA
KPMG Technology	Global	1,500–1,900	Mumbai, Delhi NCR, Bengaluru, Hyderabad, Pune	Cybersecurity Specialists, Cloud Architects, GenAI
Capgemini Invent	Global	1,200–1,500	Bengaluru, Mumbai, Delhi NCR, Hyderabad	GenAI, Cloud Architecture, Automation
IBM Consulting	Global	800–1,100	Bengaluru, Delhi NCR, Mumbai, Hyderabad	Cloud Architects, GenAI, Hybrid Cloud
Publicis Sapient	Global	600–850	Bengaluru, Mumbai, Delhi NCR, Hyderabad	Digital Architecture, Cloud Engineering, UX Strategy
Total (Tier 1 & 2 firms)	—	~29,300–38,850	—	—

★ Largest tech consulting employer by India headcount. Critical shortage: GenAI (80–100K needed vs 20–30K available). Source: ConsultingQuest, Preplounge, TheFinanceStory 2025–26

TALENT COMPETITION INTENSITY BY ROLE

Role	Sub-Industry	# Competing Firms	Availability	Intensity	Salary Range (INR LPA)
GenAI / LLM Consultant	Technology	11	CRITICAL	● VERY HIGH	₹35–55 LPA
Cloud Architect (AWS/Azure/GCP)	Technology	12	LOW	● VERY HIGH	₹32–48 LPA
Cybersecurity Consultant	Tech / Risk	8	LOW	● VERY HIGH	₹30–45 LPA
M&A Advisor	Strategy	8	LOW	● VERY HIGH	₹28–40 LPA
Senior Manager / Principal (10+ yrs)	All	8	CRITICAL	● VERY HIGH	₹55–85 LPA
Data / ML Engineer	Technology	10	MODERATE	● HIGH	₹28–42 LPA
Strategy Consultant (3–7 yrs)	Strategy	14	LOW	● HIGH	₹25–35 LPA
Digital Transformation Consultant	Management / Tech	10	MODERATE	● HIGH	₹22–32 LPA
Business Transformation Consultant	Management	11	MODERATE	● HIGH	₹22–30 LPA
Operations Consultant (3–7 yrs)	Operations	12	MODERATE	● MODERATE	₹20–28 LPA
Process Improvement Specialist	Operations	10	HIGH	● MODERATE	₹18–25 LPA
Junior Analyst / Associate	All	14	HIGH	● MODERATE	₹10–18 LPA

Source: Competition Mapping analysis across 30+ consulting firms | LPA – Lakhs Per Annum

SECTION 3

TALENT ARCHITECTURE

STRATEGY CONSULTING – CITY HEADCOUNT ESTIMATES (2025)

City	Dominant Firms	Dominant Functions	Talent Density	~Headcount Est.
Delhi NCR	BCG (largest), McKinsey, Bain, EY, PwC	M&A Advisory, Public Sector, Corporate Strategy	VERY HIGH	6,700–10,600
Bengaluru	BCG, McKinsey, Deloitte, Accenture, RedSeer	Strategy, Digital Strategy, Growth/Startups	HIGH	5,800–9,500
Mumbai	McKinsey, Bain, Deloitte, EY, PwC, Oliver Wyman	M&A, Financial Services, Corporate Restructuring	HIGH	5,500–9,000
Hyderabad	Deloitte, EY, Accenture, BCG, McKinsey	Digital Transformation, Tech Strategy, Operations	MEDIUM	2,000–3,500
Pune	Deloitte, A.T. Kearney, EY, PwC, Accenture	Supply Chain Strategy, Automotive, Operations	MEDIUM	1,300–2,200
Chennai	Deloitte, EY, PwC, Accenture, A.T. Kearney	Manufacturing Strategy, Automotive	MEDIUM	1,000–1,800
Tier-2 (grouped)	Deloitte (Coimbatore), A.T. Kearney, PwC	Operations, Regional SC, SME Advisory	LOW	500–1,000

TECHNOLOGY CONSULTING – CITY HEADCOUNT ESTIMATES (2025)

City	# Top Firms Present	Dominant Functions	Talent Density	~Headcount Est.
Bengaluru	13	Cloud, GenAI, AI/ML, Data Engineering	VERY HIGH	9,500–13,000
Hyderabad	10	Cloud, AI/ML, Cybersecurity, Data	VERY HIGH	5,500–8,000
Delhi NCR	9	Cloud, Cybersecurity, AI/ML, Enterprise Arch	HIGH	4,500–7,000
Mumbai	9	Cloud, Cybersecurity, Data & Analytics	HIGH	4,000–6,500
Pune	6	Cloud, Digital Transformation	MEDIUM–HIGH	2,000–3,500
Chennai	6	Cloud, AI/ML, Data Engineering, IT Consulting	MEDIUM–HIGH	1,800–3,000
Tier-2 (Coimbatore, Jaipur, etc.)	2–3	Cloud, Digital Transformation (basic)	LOW–MEDIUM	500–1,500

Tier-2 (Coimbatore, Jaipur, etc.) / CBRE/Zinnov city distribution report 2025. Headcount = estimated consulting-clients

CAMPUS HIRING – PIPELINE & VOLUMES (FY 2025–26)

Institution	Batch Size	% Consulting	Consulting Offers	Top Recruiters	Source
IIM Bangalore	595	41%	~245	Accenture Strategy (75), BCG, McKinsey, Deloitte	IIM-B Placements 2025 ¹
IIM Ahmedabad	~385	~45–50%	~175–200	BCG (35, top recruiter), Accenture Strategy, Bain	IIM-A Placements 2025 ¹
IIM Calcutta	~540	38%	~206	BCG, Accenture, Bain, McKinsey	IIM-C Placements 2026 ¹
IIM Kozhikode	~410	~30%	~120	Deloitte, EY, PwC, KPMG, Accenture	Estimated ²
ISB Hyderabad	~900	~10–12%	~90–110	Deloitte, EY, PwC, McKinsey, BCG	Estimated ²
IIT Top 5 (tech consulting)	~800/institution	~3–5%	~100–200	Accenture Tech, TCS Consulting, Infosys, Deloitte	Estimated ²
Tier-2 B-Schools (aggregate, 30+)	~8,000	~1–2%	~80–150	Big 4, Indian IT firms, Boutique firms	Estimated ²
TOTAL – Annual Campus Intake	—	—	~1,100–1,700	—	—

~1,100–1,700

Annual Campus Consulting Hires

30–40%

Campus as % of Junior Hires

60–70%

Top IIM + ISB Share of Campus Hires

+60%

YoY Offer Growth at IIMs (2025–26 vs 24–25)

85–90%

Offer Acceptance Rate (Top Institutes)

TALENT GAP MATRIX – CRITICAL & ACUTE SHORTAGES

Role	Sub-Industry	Gap Severity	Supply Shortage (%)	Cities Most Affected	Exp. Level
Generative AI / LLM Consultant	Technology	CRITICAL	+150–200%	Bengaluru, Hyderabad	2–5 yrs
ESG / BRSR Compliance Advisor	Risk & Compliance	CRITICAL	+150–200%	Bengaluru, Delhi NCR, Mumbai	2–5 yrs
Cybersecurity Consultant	Tech / Risk	CRITICAL	+80–120%	Mumbai, Delhi NCR, Bengaluru	3–7 yrs
Cloud Architect (AWS/Azure/GCP)	Technology	CRITICAL	+40–80%	Bengaluru, Hyderabad, Delhi NCR	3–7 yrs
M&A Advisor	Strategy	CRITICAL	+60–100%	Delhi NCR, Mumbai	5–10 yrs
Lean Six Sigma Master Black Belt	Operations	CRITICAL	+60–100%	Pune, Mumbai, Chennai	7–10 yrs
Executive Coach / Leadership Consultant	HR / People	CRITICAL	+60–80%	Mumbai, Delhi NCR	7–10 yrs
Data / ML Engineer (Consulting)	Technology	HIGH	+60–73%	Bengaluru, Hyderabad	3–7 yrs
Strategy Consultant (Senior)	Strategy	HIGH	+40–60%	All metros	8–12 yrs
Procurement Specialist (FMCG)	Operations	MODERATE	+20–40%	Mumbai, Pune	3–7 yrs
Junior Analyst (0–2 yrs)	All	OVERSUPPLY	–30 to –60%	All cities	0–2 yrs
Operations Analyst (0–2 yrs)	Operations	OVERSUPPLY	–30 to –60%	All cities	0–2 yrs

Supply Shortage % = (Demand - Supply) / Supply x 100. Negative = oversupply. Source: Market growth modeling + firm hiring signals + Zinnov GCC gap report 2025.

SECTION 4

COMPENSATION BENCHMARKING

COMPENSATION MATRIX – STRATEGY & MANAGEMENT CONSULTING (INR LPA)

STRATEGY CONSULTING

Role	0–2 yrs	3–7 yrs	8–12 yrs	13–17 yrs	18–22 yrs	22+ yrs
Business Analyst / Associate	10–12	15–18	NA	NA	NA	NA
Strategy Consultant / Engagement Mgr	14–16	24–28	37–42	50–60	70–85	85–100
Senior Engagement Manager	NA	28–32	42–50	58–70	80–100	100–120
Principal Consultant (Strategy)	NA	NA	50–60	70–90	90–120	120–150
M&A Advisor (Specialized)	NA	25–32	45–58	65–85	100–140	140–200
Partner / Senior Partner	NA	NA	NA	90–120	150–200	200–300+

MANAGEMENT CONSULTING

Role	0–2 yrs	3–7 yrs	8–12 yrs	13–17 yrs	18–22 yrs	22+ yrs
Operations / Management Analyst	9–11	14–17	NA	NA	NA	NA
Management / Operations Consultant	12–14	16–20	24–32	38–48	55–72	72–95
Senior Management Consultant	NA	18–24	28–36	45–58	68–88	88–120
Lean Six Sigma Master Black Belt	NA	24–30	42–52	58–75	80–110	110–160
Engagement Manager (Management)	NA	24–32	40–52	58–75	90–120	120–160
Principal Consultant (Management)	NA	NA	48–60	68–88	95–135	135–180
Partner	NA	NA	NA	80–110	140–190	190–280+

COMPENSATION MATRIX – TECHNOLOGY & OPERATIONS CONSULTING (INR LPA)

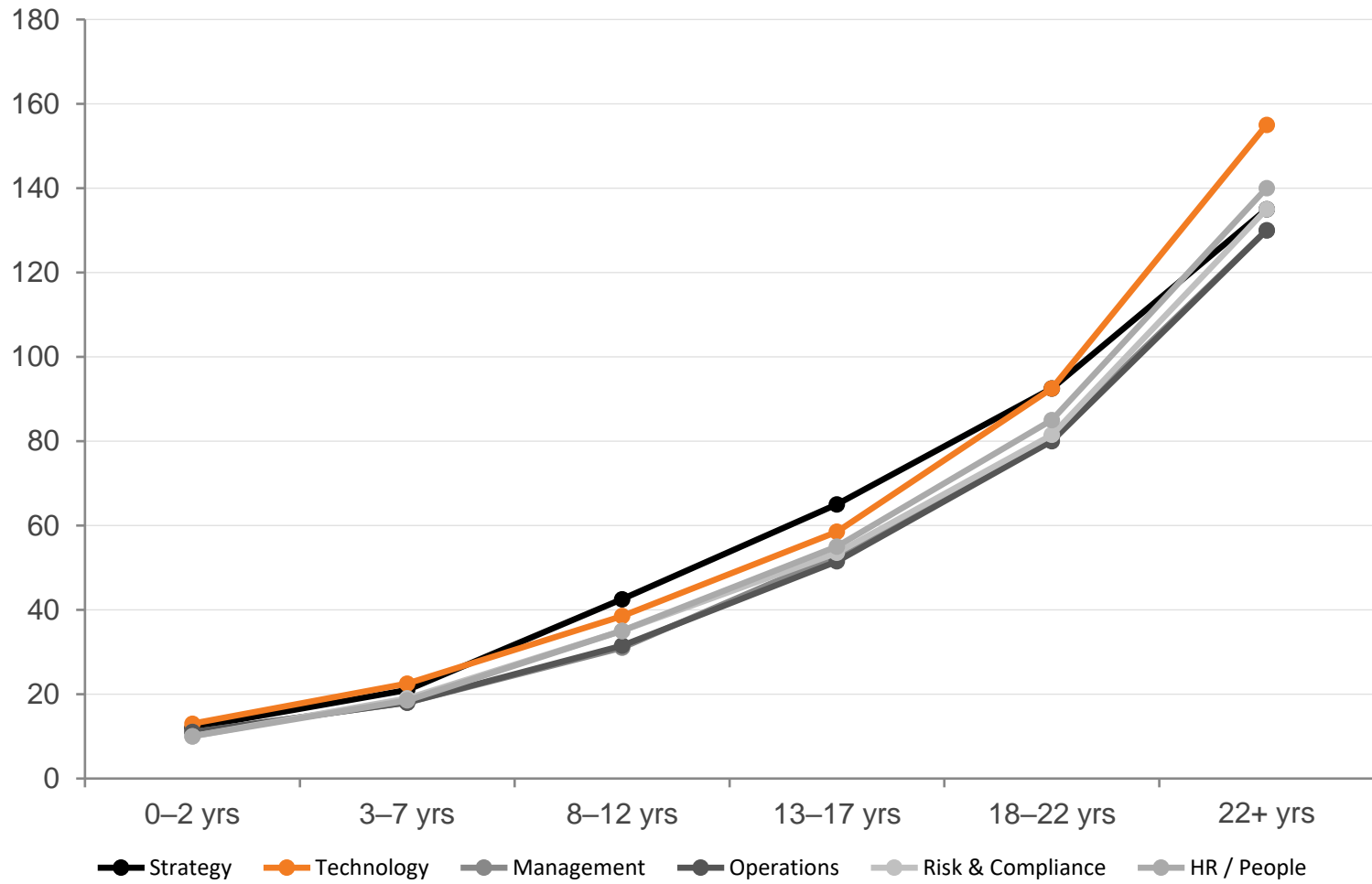
TECHNOLOGY CONSULTING

Role	0–2 yrs	3–7 yrs	8–12 yrs	13–17 yrs	18–22 yrs	22+ yrs
Digital/Technology Analyst	11–13	16–20	NA	NA	NA	NA
Cloud Consultant (Entry)	12–14	18–24	28–35	40–52	58–75	75–100
Cloud / Solutions Architect ★	NA	22–28	32–42	48–62	70–95	95–140
Data / ML Engineer (Consulting)	10–13	16–22	28–38	42–58	65–88	88–130
Generative AI / LLM Consultant ★★	NA	28–38	48–65	70–95	100–140	140–180+
Cybersecurity Consultant ★	NA	20–28	35–48	50–68	75–105	105–160
Partner (Technology Consulting)	NA	NA	NA	80–110	140–190	190–280+

OPERATIONS CONSULTING

Role	0–2 yrs	3–7 yrs	8–12 yrs	13–17 yrs	18–22 yrs	22+ yrs
Operations / SC Analyst	9–11	13–17	NA	NA	NA	NA
Supply Chain / Operations Consultant	11–13	16–20	24–32	36–48	52–70	70–100
Senior Operations Consultant	NA	18–24	28–36	44–58	65–88	88–120
Lean / Six Sigma Specialist ★	NA	18–22	32–42	48–65	72–98	98–150
Manufacturing Operations Expert	NA	20–25	36–46	52–68	78–105	105–160
Engagement Manager (Operations)	NA	22–28	38–50	56–72	85–115	115–160

MEDIAN COMPENSATION BY EXPERIENCE – ALL SUB-INDUSTRIES (INR LPA)



Exp. Band	Strategy	Technology	Management	Operations	Risk/Comp
0-2 yrs	11-13	12-14	10-12	10-12	9-11
3-7 yrs	20-22	20-25	16-20	16-20	16-22
8-12 yrs	40-45	35-42	28-34	28-35	30-40
13-17 yrs	60-70	52-65	48-58	45-58	45-62
18-22 yrs	85-100	80-105	72-90	70-90	68-95
22+ yrs	120-150	130-180	110-150	110-150	110-160

All values INR LPA (midpoint of range). (E) = Estimated for 8+ yr bands.

KEY INSIGHTS

- Technology premium:** +18-40% over management consulting at mid-career
- Strategy premium:** +15-30% at Principal/Partner levels
- Sharpest acceleration:** 3-7 yrs → 8-12 yrs band (2-3x jump)

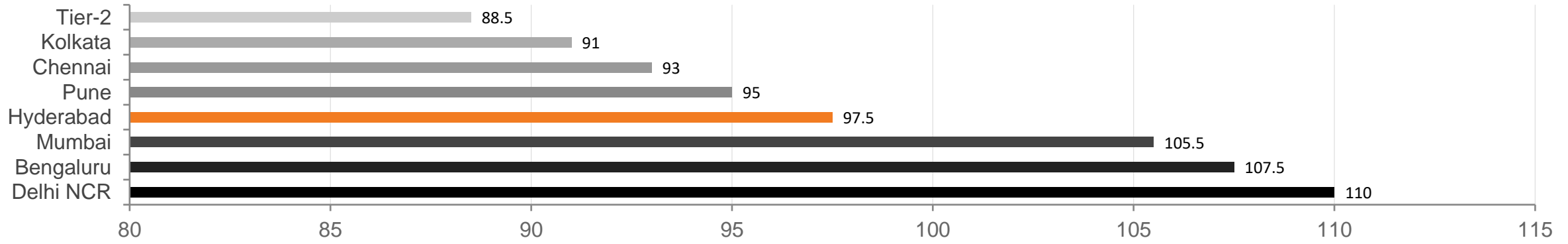
TOP SKILL PREMIUMS (% OVER BASELINE ROLE – SAME EXPERIENCE BAND)

Rank	Skill	Premium (%)	Sub-Industry	Demand Level	Source
1	GenAI + Strategy Combination	+50–100%	Technology; Strategy	CRITICAL	(E)
2	Executive Coaching	+80–150%	HR / People Consulting	CRITICAL	(E)
3	Generative AI / LLM Expertise	+40–80%	Technology; Strategy	CRITICAL	(S) UpGrad 2026
4	Cloud + AI Combination	+45–75%	Technology	CRITICAL	(E)
5	Cybersecurity / CISSP / CEIC	+30–60%	Technology; Risk	HIGH	(S) EventUS 2026
6	M&A / Due Diligence Expertise	+25–50%	Strategy	HIGH	(E)
7	Data Science / ML Engineering	+25–50%	Technology	HIGH	(S) TCSion 2026
8	Cloud Architecture (AWS/Azure Certified)	+25–45%	Technology; Management	HIGH	(S) ShiftToTech 2026
9	ESG / BRSR / Sustainability	+20–40%	Risk; Strategy; Operations	MODERATE–HIGH	(S) EY FoP 2026
10	Lean Six Sigma Master Black Belt	+20–40%	Operations	MODERATE–HIGH	(E)
11	SAP / Workday ERP Expertise	+15–35%	Technology; HR	MODERATE	(S) PayScale 2025
12	Government / Public Policy Domain	+15–30%	Strategy; Management; Risk	MODERATE	(E)

(S) – Sourced from published report | (E) – Estimated. Premium % applied over baseline role compensation at same experience band.

CITY COMPENSATION PREMIUMS

City	Compensation Index (Base=100)	Premium / Discount vs Median	Dominant Functions	Key Roles
Delhi NCR (Gurugram/Noida)	108–112	+8–12%	Strategy (M&A, Govt), Tech (Enterprise Arch), Risk (Regulatory)	M&A Advisor, Strategy Consultant, Cloud Architect
Bengaluru	105–110	+5–10%	Strategy (Growth), Tech (GenAI, Cloud, ML), Ops (Startup)	GenAI Consultant, Cloud Architect, Growth Strategist
Mumbai	103–108	+3–8%	Strategy (M&A, Corporate), Management (FMCG), Risk (BFSI/Cyber)	M&A Advisor, FMCG Ops Mgr, AML Consultant, Exec Coach
Hyderabad	95–100	–5 to 0%	Tech (Cloud, Data), Operations (Pharma Ops), Risk (FinCrime)	Cloud Architect, Pharma Ops, FinCrime Analyst
Pune	92–98	–8 to –2%	Operations (Auto/Manufacturing), Management (Ops Excellence)	Manufacturing Expert, Lean Specialist, Auto SC
Chennai	90–96	–10 to –4%	Operations (Auto/Manufacturing), Tech (Data Engineering)	Manufacturing Ops Expert, Data Engineer, SC Consultant
Kolkata	88–94	–12 to –6%	Strategy (Limited), Management (Limited), HR (Limited)	All roles at lower end of spectrum
Tier-2 Cities (Grouped)	85–92	–15 to –8%	Operations (Cost hub), Management (Basic), Junior Roles	Junior Analyst, Ops Analyst, Entry Consultant



SECTION 5

WORKFORCE BEHAVIOUR

ATTRITION – OVERALL & BY SUB-INDUSTRY / ROLE

20–24%

Consulting Attrition
(vs India avg 17.1%)

28–36%

Analyst / 0–2 yrs
(Highest by Experience)

5–8%

Partner / 18+ yrs
(Lowest by Experience)

28–35%

GenAI Consultant
(Highest by Role)

Segment (Role/Sub-Industry)	Attrition Rate (%)	Monthly Rate	Primary Cause	Risk Level
GenAI / LLM Consultant (Tech, 3–7 yrs)	28–35%	2.3–2.9%	Startup exits; +₹10–15L premiums; acute scarcity	● VERY HIGH
Cloud Architect (Tech, 3–7 yrs)	24–32%	2.0–2.7%	Product firm poaching; GCC expansion; certification portability	● VERY HIGH
Cybersecurity Consultant (Risk/Tech, 3–7 yrs)	23–30%	1.9–2.5%	FinTech/InsurTech startup poaching; national shortage	● VERY HIGH
Associate / Analyst (0–2 yrs, Any)	28–36%	2.3–3.0%	Exploration phase; exits to MBB/Big4/startups in 18–24 months	● VERY HIGH
Data / ML Engineer (Tech, 3–7 yrs)	22–28%	1.8–2.3%	Product company competition; startup co-founder pull	● HIGH
Business Transformation Lead (Mgmt, 3–7 yrs)	20–26%	1.7–2.2%	Burnout; exits to corporate transformation roles	● HIGH
Strategy Consultant (Strategy, 3–7 yrs)	18–24%	1.5–2.0%	MBB exits to PE/VC (14% annual transition)	● HIGH
Operations Consultant (Specialized)	16–20%	1.3–1.7%	Specialization creates lock-in; exits to corporate ops	● MODERATE
Executive Coach (HR/People, 7+ yrs)	10–14%	0.8–1.2%	Deep specialization; strong client lock-in; own practice	● LOW
Manufacturing Ops Expert (Ops, 7+ yrs)	12–16%	1.0–1.3%	Deep specialization; limited external market	● LOW

Source: Professional Services attrition proxy (25.7%, Elliott Scott 2025) adjusted –1–5%; NASSCOM AI/Cybersec/DevOps 18–22%; MBB exit patterns (CaseBasix 2025). (E) = Estimated

JOB SWITCHING INTENT – BY ROLE & SUB-INDUSTRY

Role	% Considering Change	% Actively Searching	Counter-Offer Acceptance	Top Exit Destination
GenAI / LLM Consultant	82–90%	55–68%	22–28% (exits inevitable)	Startups (AI/ML), Product firms, GCCs
Associate / Analyst (0–2 yrs)	80–88%	60–75%	15–22% (very low)	MBB lateral, Startups, Corporate roles
Cloud Architect	76–84%	48–62%	28–35%	Product firms, GCCs, Cloud-native startups
Data / ML Engineer	75–83%	50–65%	24–31%	Product firms, Startup co-founding, GCCs
Risk / Compliance (Cyber focus)	74–82%	46–60%	25–32%	FinTech/InsurTech, Product security, Corporate
Consultant (3–7 yrs, All)	72–80%	45–58%	28–38%	VC/PE firms, Corporate strategy, Boutique consulting
Business Transformation Lead	68–76%	38–52%	35–42%	Corporate transformation head, Startup CXO
Strategy Consultant (Generalist)	62–70%	30–42%	45–55%	PE/VC, Corporate strategy, Startup strategy head
M&A Advisor	58–66%	25–35%	50–62%	Private equity, Investment banking, Ventures
Operations Consultant (Specialized)	55–65%	28–40%	42–52%	Corporate ops (auto/pharma/FMCG), Boutique consulting
Senior Manager / Principal (8+ yrs)	45–58%	18–28%	68–78% (retainable)	C-suite roles, Own venture, PE fund
Executive Coach / Leadership Consult.	38–48%	12–20%	78–88% (very sticky)	Own practice, In-house coaching, Advisory board

India overall: 82% considering job change (Aon 2025, 9,000+ respondents). Consulting estimated at 75–82%. Counter-offer acceptance: Syncwell India 2026 (31% overall baseline).

TALENT MOBILITY SIGNALS – INFLOW / OUTFLOW INDICATORS

Segment	Inflow Level	Outflow Level	Net Movement	Market Signal
Bengaluru (City)	Moderate	VERY HIGH	● Negative (Severe)	Startup ecosystem drain; aggressive retention needed; equity/startup exposure essential
Tier-2 Cities (Grouped)	LOW	VERY HIGH	● Negative (Severe)	Junior talent seeks metro advancement; 74–82% considering change; 2–3yr typical tenure
GenAI Consultant (Role)	LOW	VERY HIGH	● Severely Negative	Acute shortage; startup/product poaching exceeds hiring; market dysfunction; reverse-hire from startups
Cloud Architect (Role)	Moderate	VERY HIGH	● Negative	GCC expansion helps inflow; product firms drain; net outflow remains high
Delhi NCR (City)	Moderate–High	Moderate	● Balanced–Positive	PE/VC recruiting offsets strategic exits; M&A talent attracted to region
Mumbai (City)	Moderate	Moderate	● Balanced	FMCG/BFSI roles attract from outside; internal specialization locks talent
Strategy Consultant (Role)	Moderate	Moderate	● Balanced	MBB brand attracts; VC/PE exits structured; talent in active circulation
Tier-1 MBA Grad (0–2 yrs)	VERY HIGH	VERY HIGH	● Volatile (High Churn)	Large campus inflow; rapid exploration exits; net neutral but high churn; 28–36% attrition
Operations Consultant (Specialized)	HIGH	LOW	● Positive	Specialization creates local talent pool; limited external poaching; surplus available
Senior Manager / Principal (8+ yrs)	LOW	LOW	● Stable–Positive	Limited external hiring; internal promotion path; specialist roles sticky
Executive Coach (Role)	LOW	LOW	● Stable	Ultra-specialized; reputation-based hiring; strong retention; minimal market movement

Get in touch

Email Us:

sales@peepalconsulting.com

Call Us:

8979051150

Follow Us On LinkedIn:

[Peepal Consulting](#)

Our Address:

2nd Floor, Mittal Tower, C Wing, Mahatma Gandhi Rd, Yellappa Chetty
Layout, Sivanchetti Gardens, Bengaluru, Karnataka 560001