

**Human Capital | Deloitte India**  
**June 2025**

# About the study

# Academic streams and colleges

This survey seeks to deliver India-specific insights into the evolving campus placement landscape and hiring trends, offering perspectives from employers and educational institutions on recruitment strategies and talent acquisition.



## Degrees/Courses covered

### 1 Management

- a. Master of Business Administration (MBA)
- b. Graduate in Management (BBA/B.Com/Others)

### 2 Engineering

- a. Master of Engineering/Technology (M.E./M. Tech)
- b. Bachelor of Engineering/Technology (B.E./B. Tech)

### 3 Pharmacy

- a. Master of Pharmacy (M. Pharma)
- b. Bachelor of Pharmacy (B. Pharma)

### 4 Law

- a. Bachelor of Law (LLB)

### 5 Hotel management

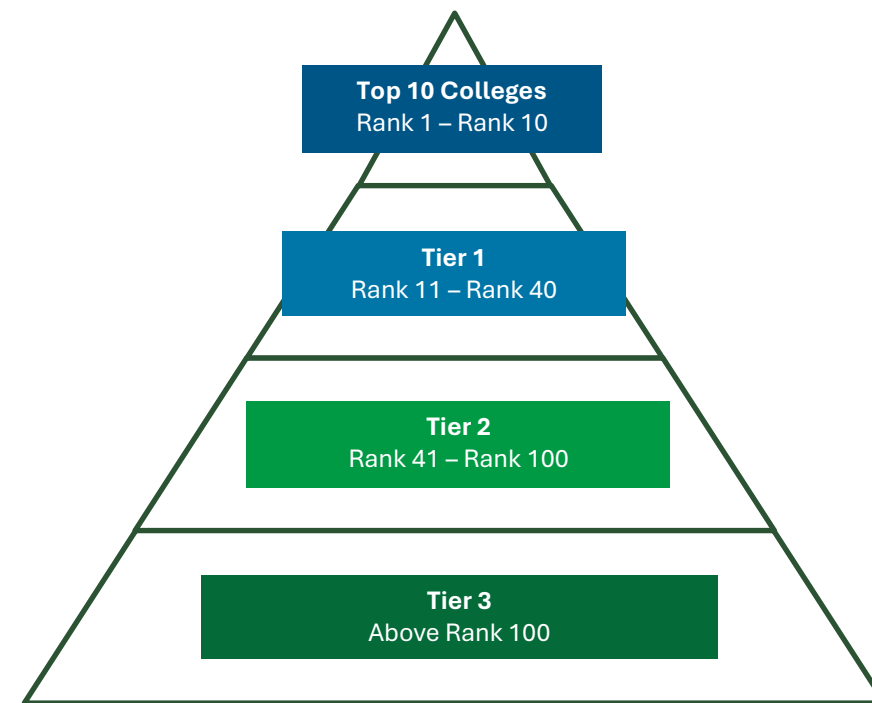
- a. Hotel management (MBA/Non-MBA)

### 6. Other professional degrees/courses

- a. Chartered Accountant/Chartered Financial Analyst (CA/CFA)
- b. Company Secretary (CS)



## Institutes across Tiers (Pan-India) covered



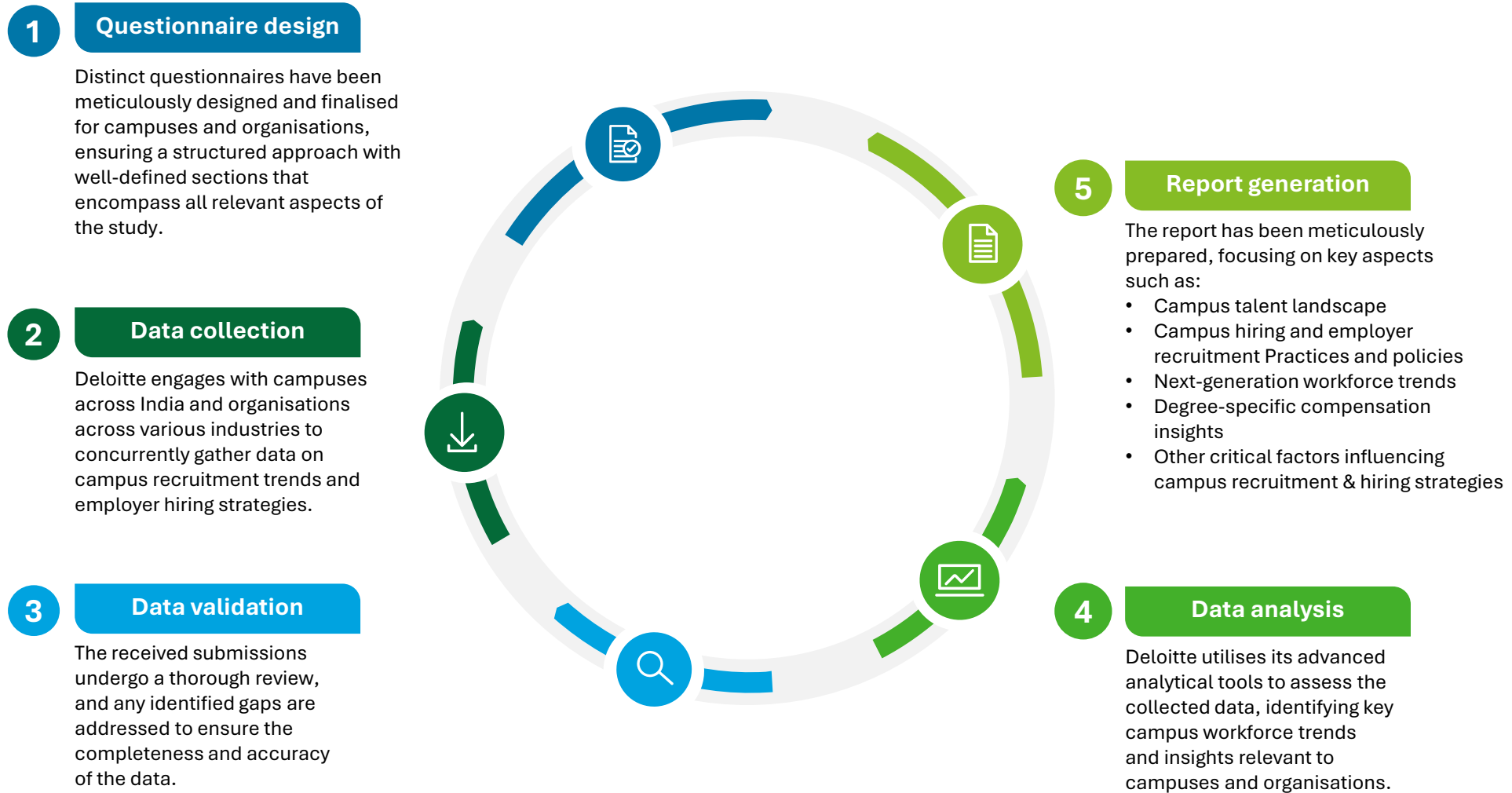
### NIRF as Base for tier classification

\*NIRF: National Institutional Ranking Framework

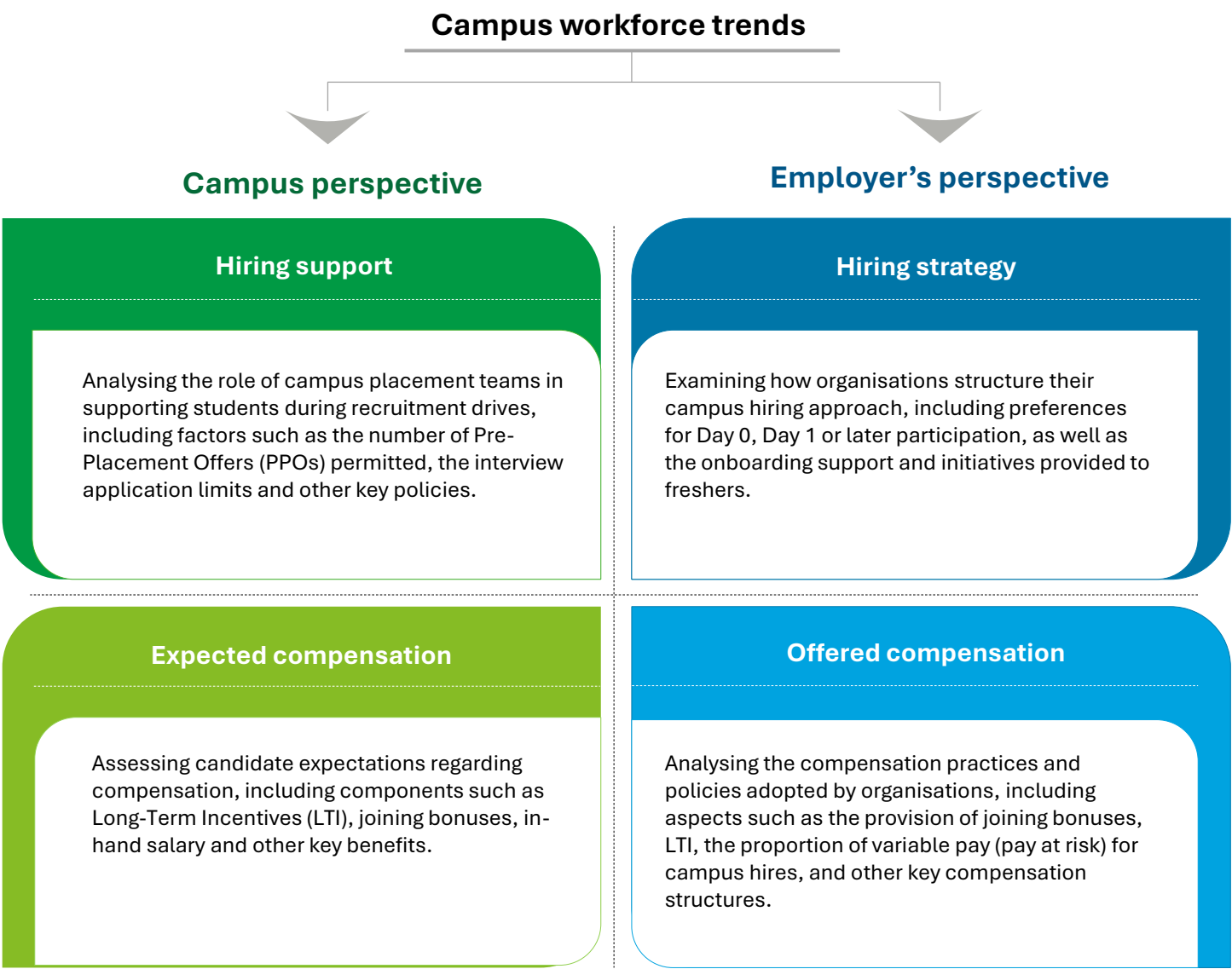
**India Today's Ratings as base for tier classification exclusively for hotel management**

Source: <https://www.nirfindia.org/Rankings/2024/Ranking.html>

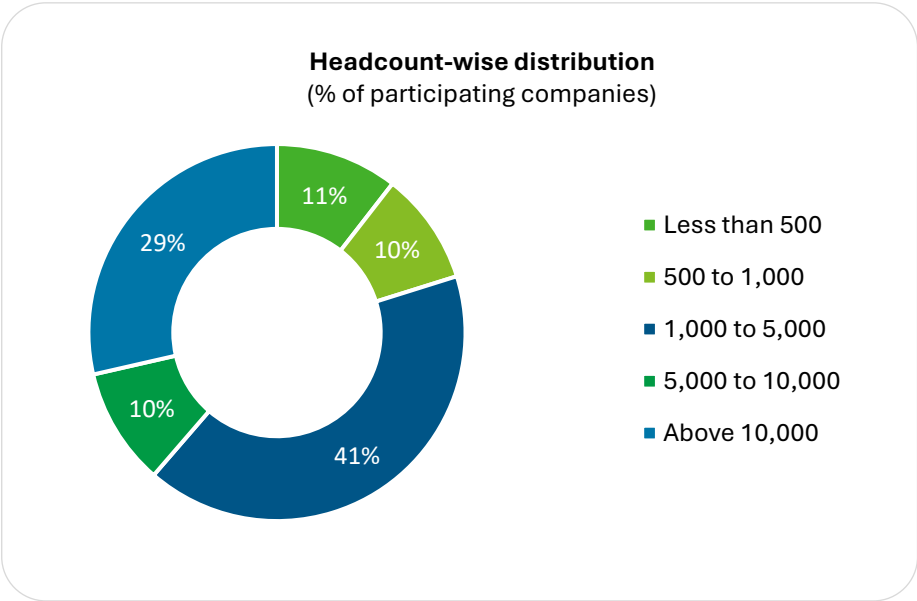
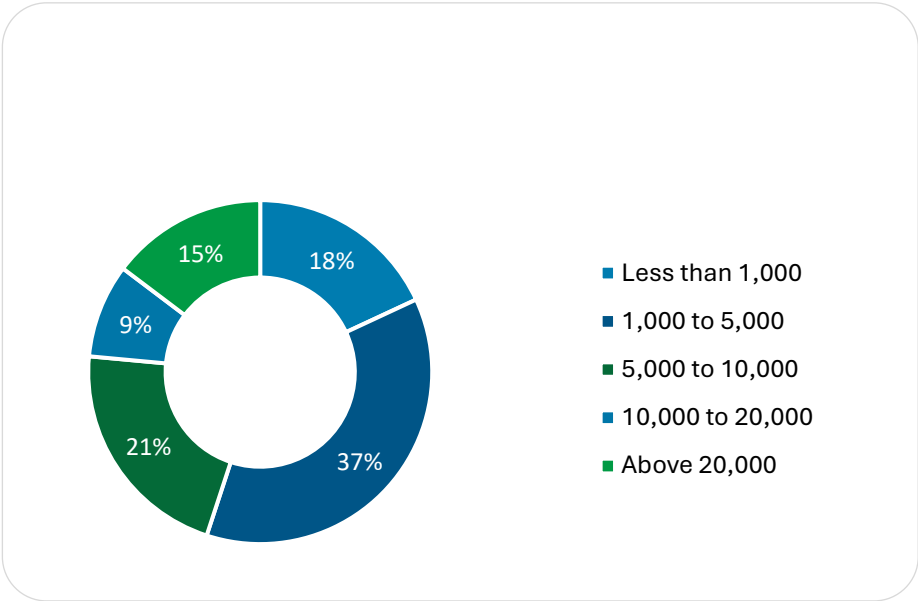
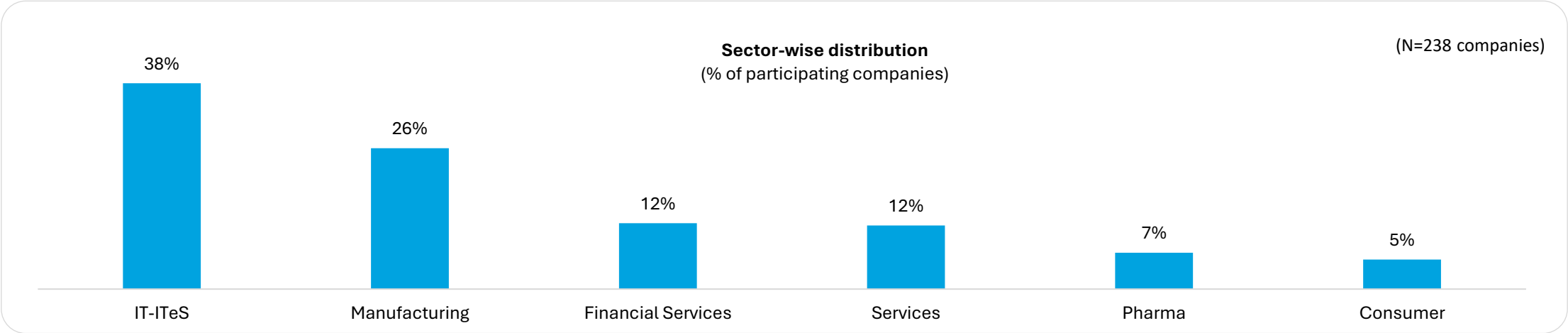
# Overview of our approach



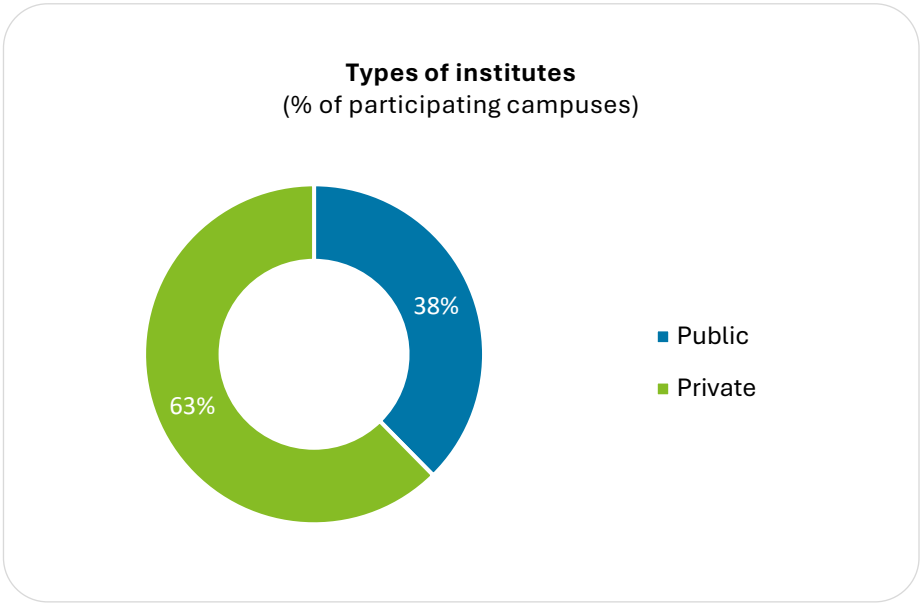
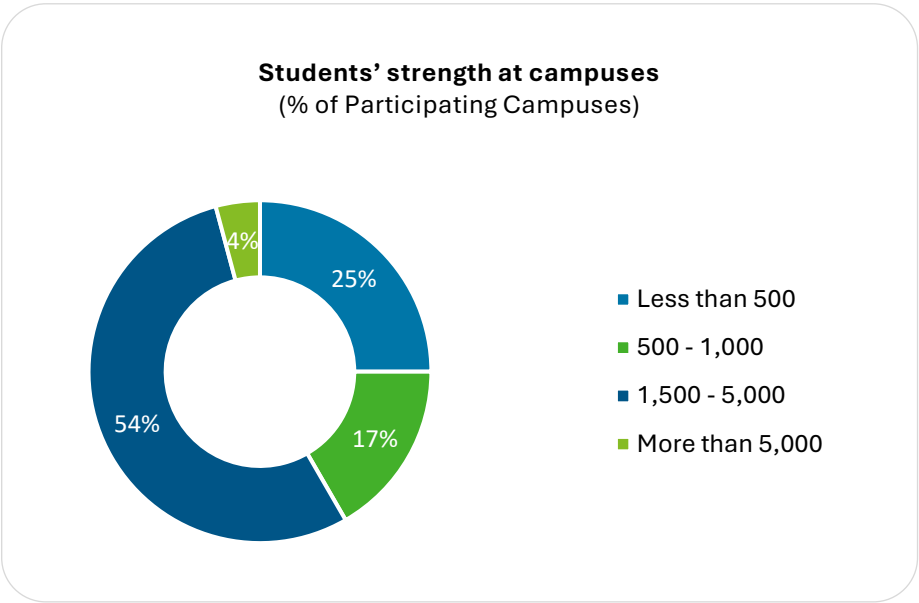
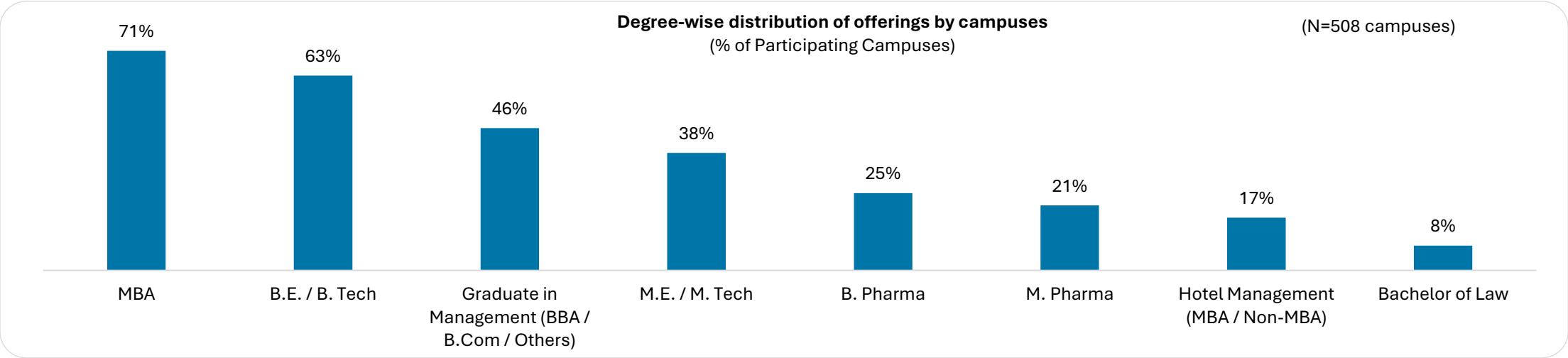
# Bifocal perspective of the study



# Demographics for participating organisations



# Demographics for participating campuses



# Key highlights



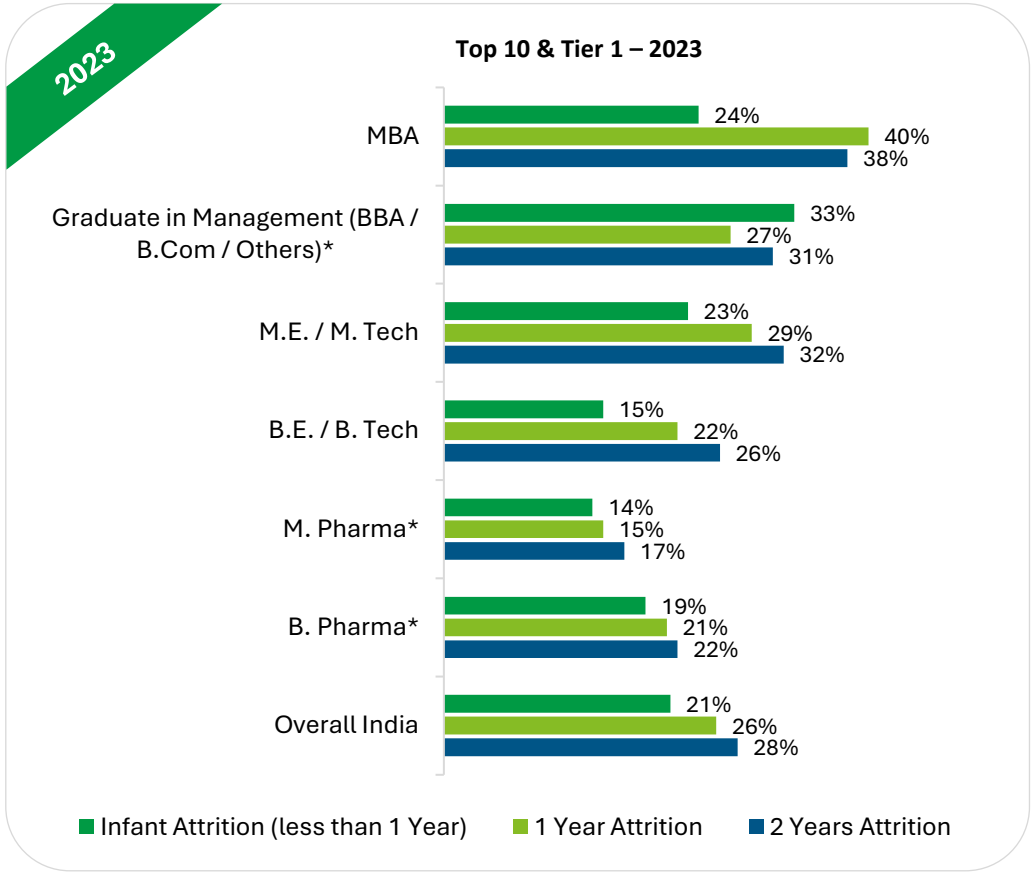
# Key highlights of the report

- 01 **Location preference for campus placement:** The fifth successive year of Bangalore being the most preferred location to work by campus graduates
- 02 **Top skills in demand across degrees:** AI & ML; Diversity, Equity and Inclusion (DE&I); and Environmental, Social and Governance (ESG)-oriented skills are in great demand and are projected to be in demand in 2025.
- 03 **Attrition rates across organisations by degrees in 2024:** Campus attrition has dropped this year across all streams, with India Inc.'s average dropping by 300 bps. Overall, the pan-India infant, 1-year and 2-year attrition rates for the Top 10 and Tier 1 campuses are 18 percent, 23 percent and 25 percent, respectively. Meanwhile, the overall pan-India Infant, 1-year and 2-year attrition rates for Tier 2 and Tier 3 campuses are 14 percent, 17 percent and 22 percent, respectively.
- 04 **Prevalent retention practices to control attrition:** Sales incentives and flexible working hours remain the most prevalent retention practices adopted by organisations. Sabbatical re-entry pods, internal gig marketplaces and work-life integration support are the differentiated retention practices in 2024.
- 05 **Top preferred sectors and sub-sectors:** IT/ITeS remains the most preferred sector for campus placement, whereas hi-tech is the top choice for sub-sector preference among campuses.
- 06 **Campus Value Proposition (CVP):** Regular online learning and development modules (55 percent) are most prevalent in terms of providing distinctive elements beyond the standard reward offerings by the organisations to employees.
- 07 **Campus placement budget trend in FY24:** The average talent acquisition budget (excluding Compensation offered) for FY25 has increased to 4.41 crore, of which the campus placement budget stands at 15 percent, a variance of nearly 15 percent increase in campus hiring budgets.
- 08 **Increase in the provision of Pre-Placement Offers (PPO):** There has been a 24 percent YoY increase from FY24 to FY245 across all degrees for the number of PPO conversions provided by the organisations.
- 09 **Compensation differentiation across MBA specialisations and engineering streams:** Consulting/Services and financial services industries have the highest pay premium of 9 percent for MBA specialisations in banking & financial services and finance. Whereas the manufacturing industry has the highest pay premium of 25 percent for agricultural engineering.
- 10 **Rebound in compensation growth:** In FY25, we have witnessed a 3.91 percent increment in compensation vis-à-vis FY24 across degrees. There has been an overall 3.11 percent CAGR for the last five years among the degrees. MBA showcases the lowest CAGR (1.62 percent) among all the degrees.

# Campus talent landscape

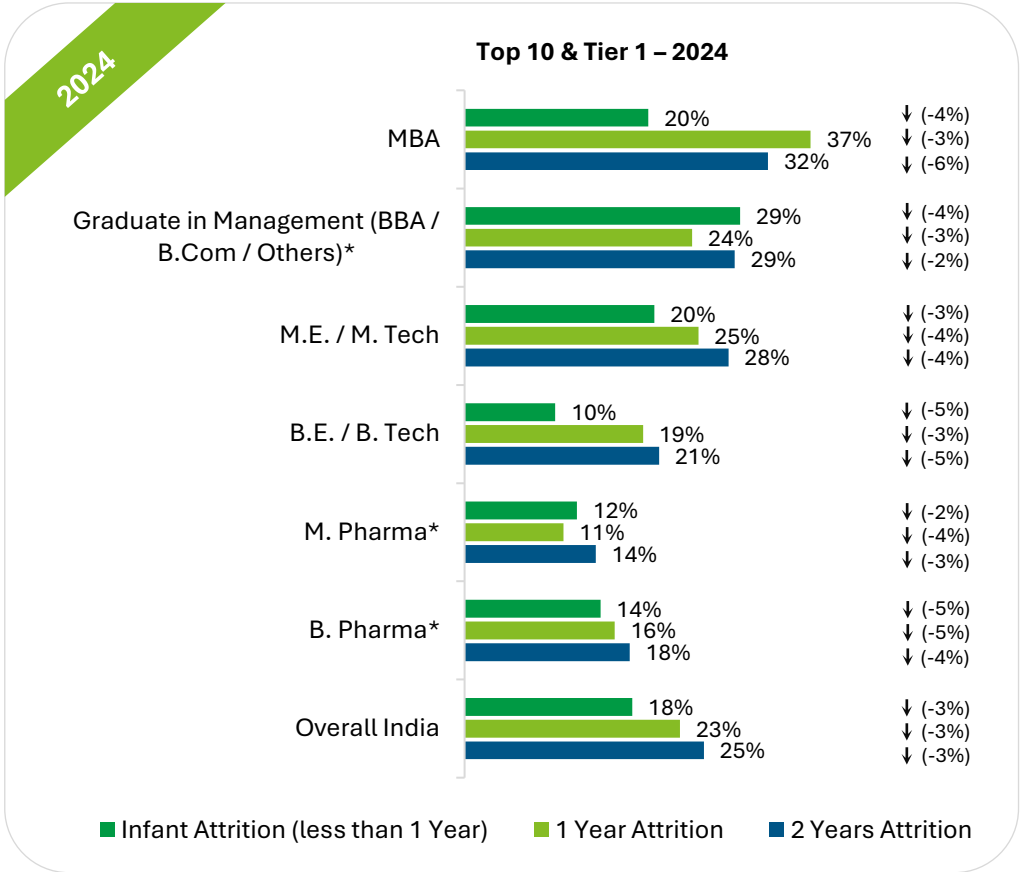
# Campus attrition has dropped this year across streams, with India Inc.'s average dropping by 300 bps

(% of attrition in **2023** across organisations by degrees)



(% of attrition in **2024** across organisations by degrees)

(N=238)

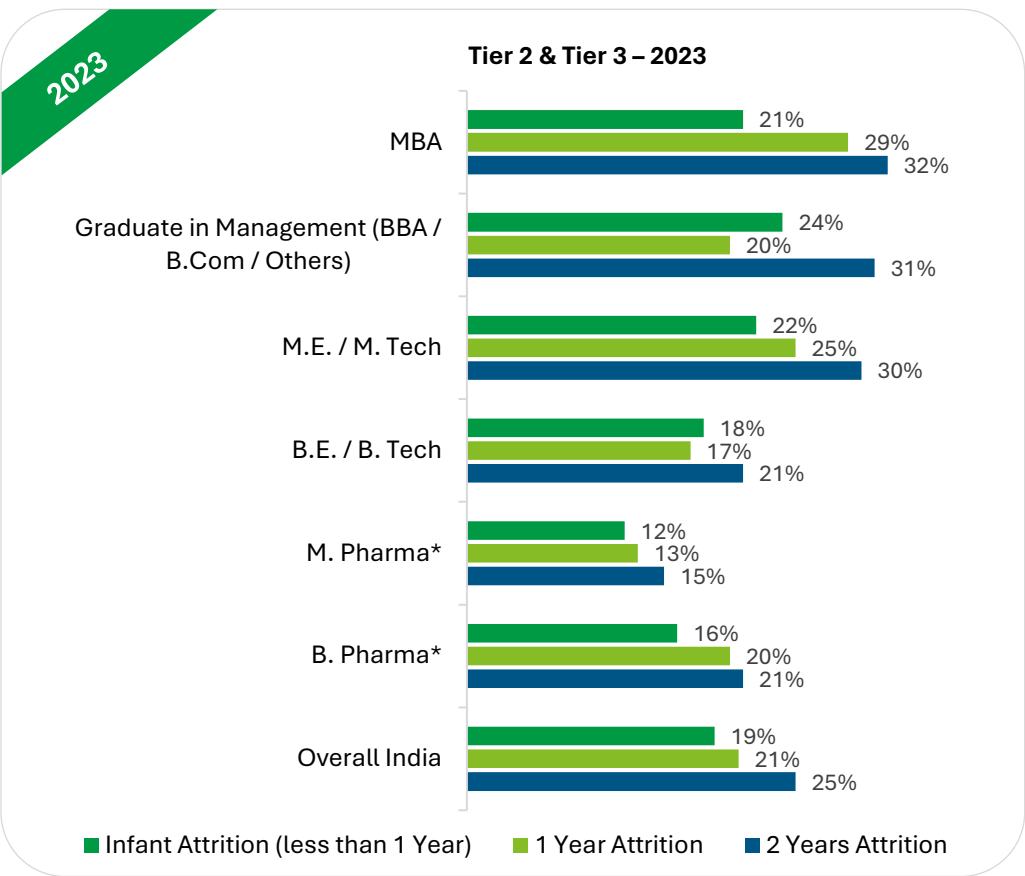


**\*Note:** Top 10 is not being reported for three degrees - Graduate in Management (BBA/B.Com/Others), M. Pharma and B. Pharma

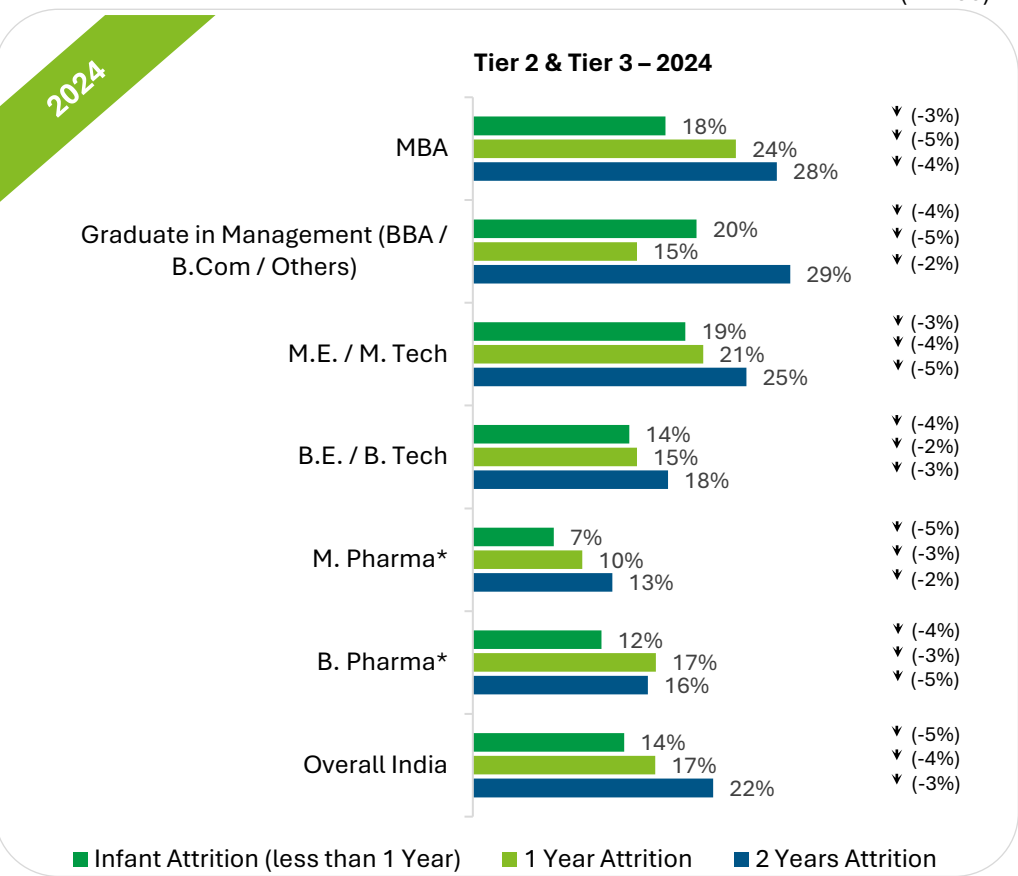
Projections indicate a downward trend in attrition across various degrees within the top 10 and Tier 1 Indian institutes from 2023 to 2024. Overall, **Infant (18 percent from 21 percent)** and **1-year (23 percent from 26 percent)** attrition, **2-year attrition**, moving from **28 percent to 25 percent**. **MBA** campus hires stand out consistently with the **highest attrition rate**, observing **1-year and 2-year attrition as 37 percent and 32 percent**, respectively, in 2024, reflecting perhaps the intense competition and diverse career pathways available to these graduates. Graduate in Management (BBA/B.Com/Others) (**29 percent**) has the highest Infant attrition rate, surpassing MBA (**20 percent**) and M.E/M. Tech (**20 percent**).

# Infant and 2-year attrition for graduates in management campus hires from Tier 2 & Tier 3 institutes is the highest across degrees, while MBA has the highest 1-year attrition

(% of attrition in 2023 across organisations by degrees)



(% of attrition in 2024 across organisations by degrees)



**\*Note:** Tier 3 is not being reported for two degrees – M. Pharma and B. Pharma

Attrition in Tier 2 and Tier 3 institutes generally decreased between 2023 and 2024, with overall **infant attrition** reducing from **19 percent** to **14 percent**, **1-year attrition** from **21 percent** to **17 percent**, and **2-year attrition** from **25 percent** to **22 percent**. **Graduate in management** shows the highest attrition rate in **Infant attrition (20 percent)** and **2-year attrition (29 percent)**, while **MBA** shows the highest attrition in **1-year attrition (24 percent)**.

# An MBA in finance pays the highest – Pay premium analysis (or discount) across MBA specialisations

Industry ->	Consulting / Services		Financial Services		IT / ITeS		Manufacturing		FMCG / FMCD		Life Sciences / Pharma	
	Top 10	Tier 1	Top 10	Tier 1	Top 10	Tier 1	Top 10	Tier 1	Top 10	Tier 1	Top 10	Tier 1
MBA specialisations/Base -> (INR 000s)	2,530	2,360	2,660	2,170	2,640	2,150	2,720	2,470	2,770	2,200	2,480	1,930
Agri business management	(10%)	(15%)					(8%)	(2%)		(4%)	(10%)	(7%)
Business analytics	5%	4%	7%	6%	5%	4%	4%	5%	4%	1%	1%	2%
Business management	14%	12%	10%	14%	9%	7%	9%	12%	15%	12%	6%	9%
Entrepreneurship & family business management	(5%)	(10%)	(7%)	(4%)	(8%)	(2%)	(9%)	(2%)	(8%)	(6%)	(10%)	(12%)
Finance	9%	8%	9%	10%	5%	3%	5%	2%	6%	7%	5%	3%
Healthcare management	5%	2%					7%	4%			(5%)	(4%)
Human resource management	2%	2%	5%	2%	5%	3%	5%	4%	2%	6%	4%	2%
International business	5%	4%	5%	4%	5%	4%	8%	5%	3%	2%	4%	6%
Marketing	8%	5%	4%	7%	4%	1%	-5%	-7%	5%	5%	2%	2%
Rural management	(4%)	-10%	(3%)	(6%)			(2%)	(10%)	(5%)	(3%)	(5%)	(12%)

## For different specialisations across MBA, a pay differential is observed across industries:

- **The consulting/services** and **financial services** industries have the highest pay premium of **9 percent** for Top 10 and **10 percent** for Tier 1 in **banking & financial services** and **finance** specialisations.
- **The entrepreneurship & family business management** specialisation has the lowest pay differential of **25 percent** and **23 percent** for Top 10 and Tier 1, respectively, across the **manufacturing** industry, followed by **21 percent** (Tier 1) across **FMCG/FMCD** and **financial services** industries.
- The differential percentages indicated include zeros, i.e., it also includes organisations that do not differentiate between specialisations during the campus process or only invite applications from certain courses.

# Fifth year of computer sciences engineering being the highest paid academic stream – Pay premium analysis (or discount) across engineering streams

Less than 1%

More than 1%

Industry ->	Consulting/Services		Financial services		IT/ITeS		Manufacturing		FMCG/FMCD		Life Sciences/Pharma	
Tier categorisation ->	Top 10	Tier 1	Top 10	Tier 1	Top 10	Tier 1	Top 10	Tier 1	Top 10	Tier 1	Top 10	Tier 1
Engineering streams/base -> (INR 000s)	1,720	1,360	1,680	1,330	1,730	1,370	1,800	1,420	1,630	1,320	1,600	1,280
Aeronautical engineering	4%	2%					9%	2%				
Agricultural engineering	(18%)	(12%)					(10%)	(5%)	(15%)	(10%)	(10%)	(15%)
Bio-chemical engineering							15%	3%			(2%)	(5%)
Biotechnology engineering	2%	4%					6%	9%			8%	2%
Chemical engineering	2%	5%					3%	2%			3%	5%
Civil engineering	(4%)	(9%)					2%	3%				
Computer science engineering	7%	4%	5%	3%	7%	5%	6%	9%	4%	10%		
Data science and artificial intelligence engineering	8%	8%	4%	3%	8%	4%	9%	6%	5%	3%	6%	7%
Electrical engineering							2%	5%				
Electronics and communication technology engineering			(5%)	(10%)	4%	(2%)	2%	(5%)				
Food technology					(10%)	(10%)	(5%)	(2%)			(6%)	(8%)
Mechanical engineering					(12%)	(15%)	(4%)	(8)%				

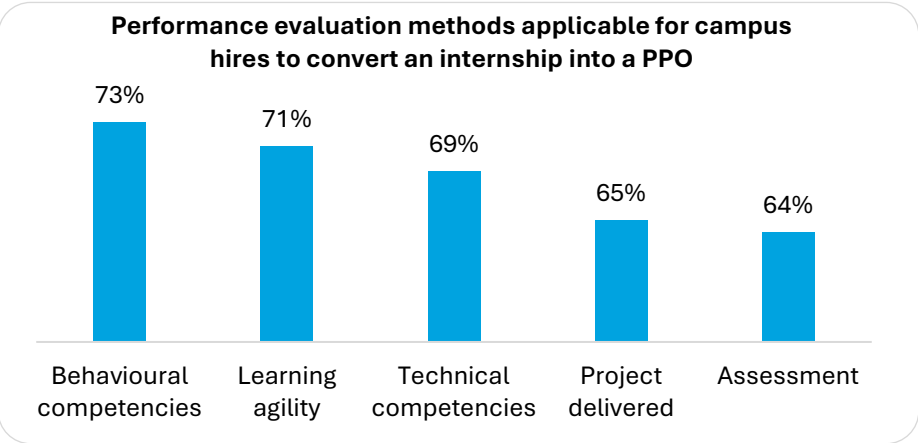
For streams across engineering, a pay differential is observed across industries:

- The **manufacturing** industry has the highest salary premium of **25 percent** for Top 10 institutions for **agricultural engineering**.
- The **consulting/services** industry offers the lowest salary discount of **25 percent** for Top 10 for the **agricultural engineering** stream, followed by **23 percent** for Tier 1.
- The differential percentages indicated include zeros, i.e., organisations that do not differentiate between specialisations during the campus process or only invite applications from certain courses.

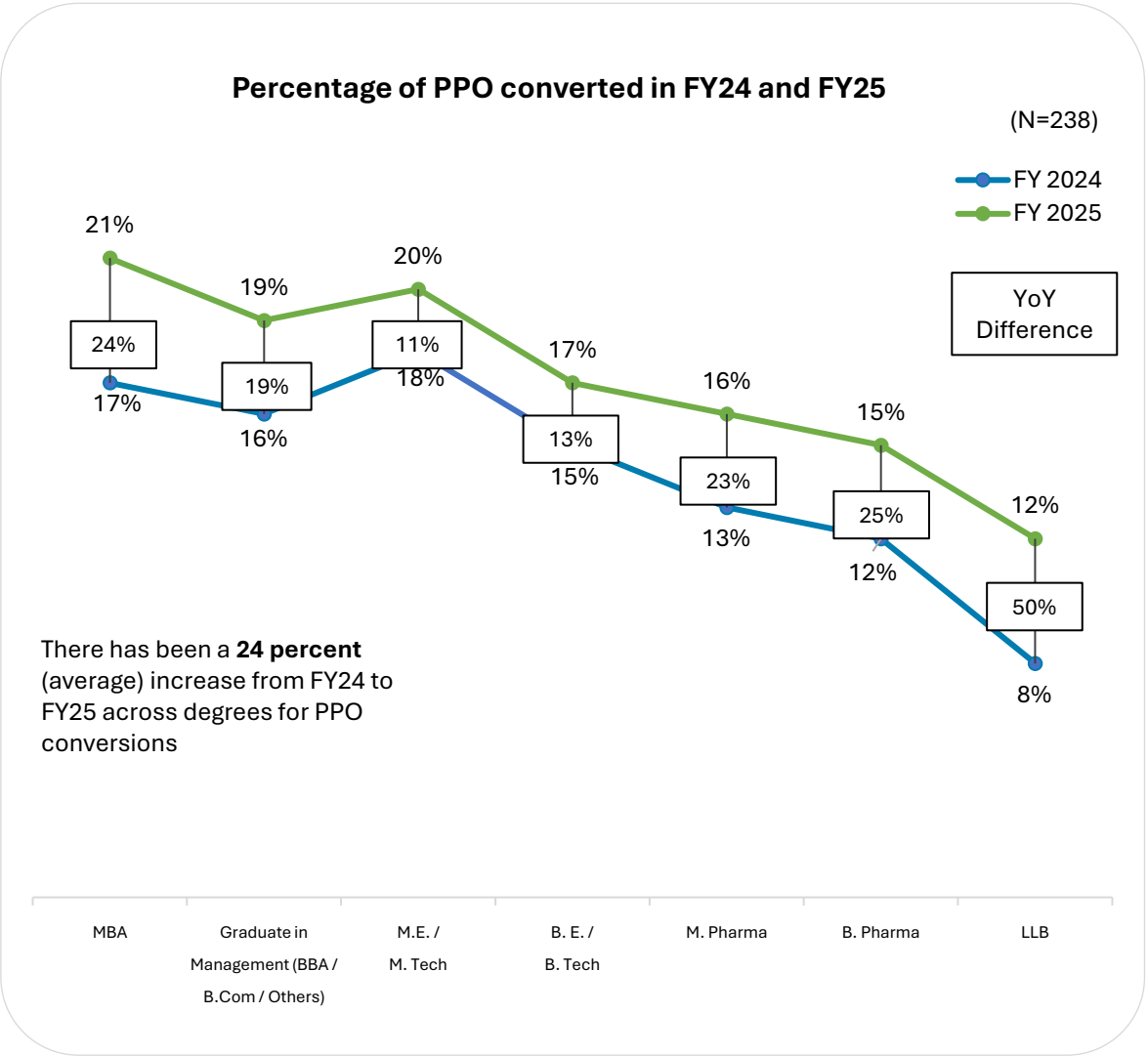
# There has been a 24 percent increase in PPO conversions across degrees in FY25 vis-à-vis FY24

FY25 marks a promising upswing, with PPO conversions rising by **24 percent** across degrees and a remarkable **15 percent** boost in campus placement budgets over FY24. This upward momentum underscores a renewed corporate commitment to harnessing emerging talent, driven by clear strategic foresight and evolving industry imperatives.

Factors	Impact on placements
Heightened emphasis on early talent pipelines	Surge in PPO conversions to secure high-potential talent ahead of the curve
Intensified battle for top-tier graduates	Upward pressure on compensation structures and expanded placement budgets
Pivot towards long-term talent cultivation	Institutionalisation of robust internship-to-PPO conversion frameworks
Enhanced campus engagement initiatives	Elevated employer brand equity, driving stronger offer acceptance and student recall
Focus on cultural alignment and retention	Preference for interns who resonate with organisational values and cultural ethos
Acceleration of digital transformation	Soaring demand for digital-first, future-ready skill sets across diverse functional domains



Other evaluation criteria include **Prior work experience**, **Hackathons**, and **Skill set**



# Fifth successive year of Bangalore being the most preferred location to work by campus graduates

### Engineering degrees

**Bangalore, Hyderabad and Chennai** are the top preferred cities for engineering students, followed by **Delhi** and **Mumbai**.

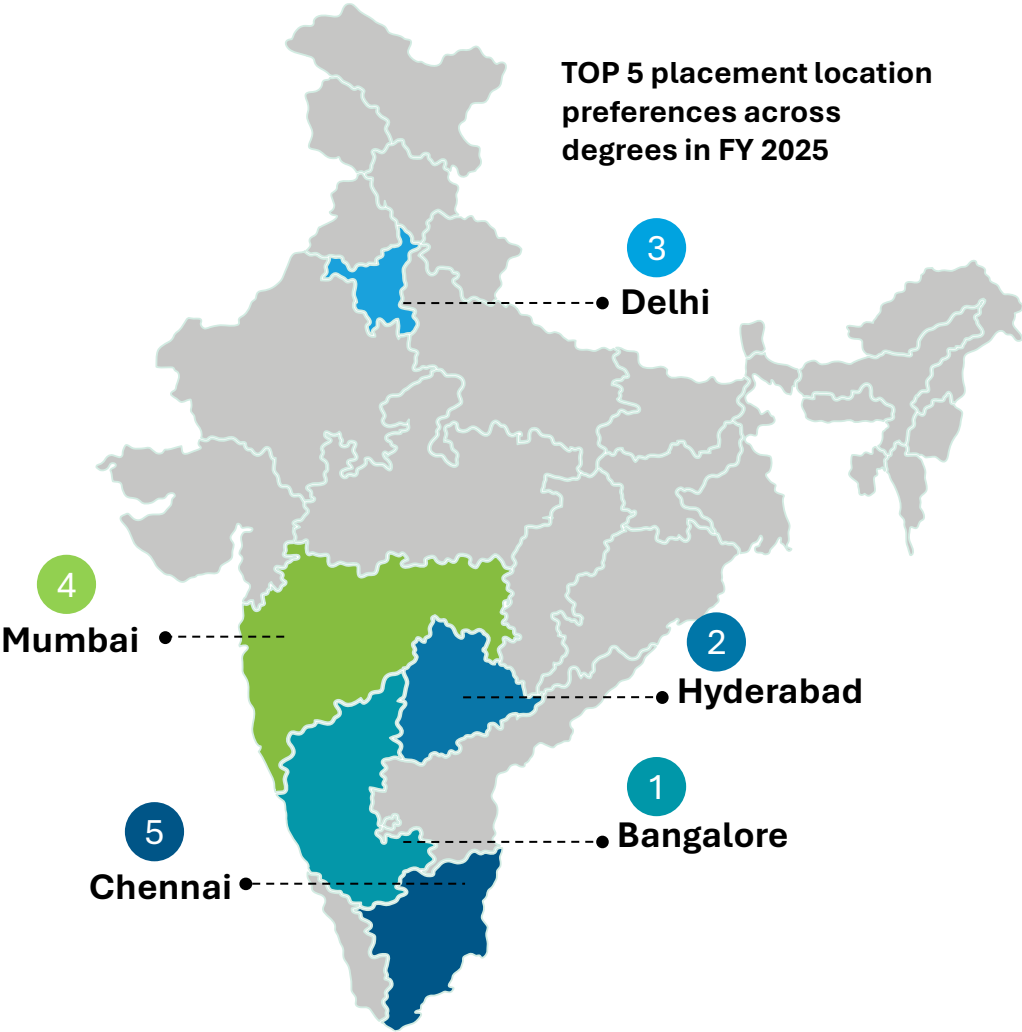
These cities are favoured for their strong tech industries, renowned engineering institutions, and promising job markets. Bangalore, India's 'Silicon Valley,' offers vast opportunities in tech, while Hyderabad and Chennai also have well-developed engineering and IT sectors.

### Management degrees

For management students, **Bangalore, Hyderabad and Delhi** again lead the list, followed by **Mumbai** and **Chennai**.

Bangalore's thriving start-up and corporate ecosystem makes it a top choice, while Hyderabad's growing business environment adds to its appeal. These preferences reflect students' focus on career opportunities, education quality and city livability.

FY	Preference 1	Preference 2	Preference 3	Preference 4	Preference 5
2021	Bangalore	Delhi NCR	Mumbai	Hyderabad	Pune
2022	Bangalore	Delhi NCR	Mumbai	Kolkata	Hyderabad
2023	Bangalore	Delhi NCR	Mumbai	Pune	Hyderabad
2024	Bangalore	Delhi NCR	Mumbai	Chennai	Hyderabad
2025	Bangalore	Hyderabad	Delhi NCR	Mumbai	Chennai





# Campus workforce skills outlook

# Organisations are innovating new retention practices to ring fence critical campus talent (1/2)

## Prevalent retention practices

Retention practices	Practice summary
Committed/Guaranteed bonus	This scheme is typically prevalent at critical/governance levels for new joiners, where they are committed a particular amount (or equivalent) to the annual bonus the first year or for the first 2–3 years in case of project-based roles. The objective is to provide the employee a safeguard and period to acclimatise himself/herself into the role and company. Typically, it is around 10–15 percent of the annual total cost to the company.
Skill-based pay	Most organisations use this part of their upskill/talent development plan so that employee see it as an opportunity to improve their knowledge base every quarter, thereby acting as a retention hook. Most organisations have a minimum tenure requirement of 18–24 months. It is around 10 percent of the annual fixed pay and can be claimed by the organisation over 12 months.
Sales incentive	This practice extends the opportunity for financial growth based on individual performance and incentivises freshers to remain committed and invested in their roles, thereby increasing retention rates and contributing to the long-term success of the organisation's talent retention strategy.
Earned days off	Under this practice, an employee is eligible for seven days of mandatory earned leave in the year's third quarter. Most organisations have a minimum tenure requirement of 12 months. Therefore, this practice acts as a retention hook, providing the employee an opportunity for much-needed respite from the work pressure.
Mentorship programmes	This practice is typically prevalent at the junior/middle management levels for new joiners, where they observe and learn how the senior/top management handles various aspects of the business. Some organisations also use this programme for their high-potential employees to groom and prepare them for senior management roles in the future.
Buddy programme	This practice is typically prevalent for fresh hires, who are assigned to an existing employee to guide and help them settle into their new role at the company.
Job rotation	Most organisations use this as part of their upskill/talent development plan, where the employee is given an opportunity to get engaged in ongoing projects. This activity allows the company to introduce its employees to different aspects of the business.
Social media recognition	Most organisations use this as part of their rewards and recognition plan, where employees are recognised for their outstanding contribution. Most organisations use 30–45-second testimonial videos of employees talking about what the company values mean to them, while also thanking the organisation for the recognition.
1:1 meetings with skip level manager	This practice allows employees to connect and build confidential personal relationships with their managers.
Flexible working hours	Most organisations use this as an example of the company's unique Employee Value Proposition (EVP), which positively influences the mindset of the new joiners. This helps the organisation be viewed as welcoming, comforting and inclusive.
Foreign immersion	Organisations utilise this practice to help employees maintain language skills and cultural insights post-immersion by offering ongoing support and resources. This strategy may include international language classes, cultural workshops, peer support groups, access to language learning materials and opportunities for continued cultural engagement within the organisation.
Higher education (Domestic /International)	This practice supports continued learning and development within the workforce. It may include providing tuition assistance or reimbursement programmes for employees pursuing higher education, offering in-house training and development opportunities, mentoring programmes and access to professional development resources such as workshops, seminars and online courses.

# Organisations are innovating new retention practices to ring fence critical campus talent (2/2)

Prevalent retention practices	Retention practices	Practice summary
	Externships	This retention practice involves providing opportunities for employees to participate in external work experiences or short-term placements outside of their usual work environment. These externships may involve working with partner organisations, industry associations or academic institutions to gain additional skills, knowledge or exposure to different sectors or roles.
	Academic immersion	Under this practice, organisations provide opportunities to employees to engage in academic pursuits or educational experiences related to their field of work. This may include sponsoring employees to attend conferences, workshops, seminars or courses at academic institutions.
	Young leader programmes	This practice involves structured leadership development initiatives targeted at young professionals within the company. These programmes typically offer rotational assignments, mentorship opportunities with senior leaders, specialised training sessions and exposure to different functional areas or business units.
	Health and wellness tie-ups	Most organisations often collaborate with external health and wellness providers to offer a range of services and benefits to employees. These tie-ups may include access to gym memberships, fitness classes, mental health counselling, nutrition programmes and preventive health screenings.
	Stocks/Shares (ESOPs/PSU/RSU)	Some organisations grant equity ownership or stock options as part of their compensation package. This can take various forms, such as Employee Stock Ownership Plans (ESOPs), Public Sector Undertaking (PSU) shares or Restricted Stock Units (RSUs). This practice can enhance job satisfaction, foster employee loyalty and increase retention rates.
	Off-site onboarding	This practice involves conducting the onboarding process for new employees at locations outside of the traditional workplace. This could include off-site training sessions, orientation programmes or team-building activities held at external venues such as retreat centres, hotels or conference facilities. It helps foster team bonding and collaboration at the workplace and creates a positive and memorable experience for new employees.
	Student loan repayment assistance	Under this practice, organisations provide financial support to employees to help them repay their student loans. This assistance may take various forms, such as direct payments, matching contributions or reimbursement programmes.
	Financial planning assistance	Some organisations provide employees with access to resources, guidance and support to help them manage their personal finances effectively. This assistance may include access to financial planning workshops, seminars or one-on-one counselling sessions with financial advisors.
	Reverse mentorship	This practice involves pairing junior or less experienced employees with more senior or experienced colleagues in a mentorship relationship, where the junior employee acts as the mentor and the senior employee as the mentee. It is a great way to provide guidance, support and mentorship on leadership skills, organisational culture and career development.
	Compensatory time off	Compensatory time off (comp-off) compensates employees for working overtime or beyond their regular hours. Employees who work extra hours accumulate comp-off hours, which they can later use to take time off from work without losing pay or vacation time.
Differentiated practices	Eco-friendly and ergonomic furniture funds	Organisations use this practice to allocate funds or resources to provide employees with environmentally friendly and ergonomic office furniture. This may include desks, chairs, standing desks or other furniture items designed to promote comfort, health and productivity in the workplace while also minimising environmental impact.
	Sabbatical re-entry pods	This practice includes firms creating structured “return pods” for employees post-sabbatical, offering re-skilling, mentorship and phased reintegration to retain experienced talent and avoid attrition after extended breaks.
	Internal gig marketplaces	Companies are launching AI-powered internal platforms on which employees can take on cross-functional gigs or projects beyond their core role, fueling learning, visibility and long-term retention.
	Work-life integration support	This practice includes benefits such as childcare reimbursements, flexible leaves and spouse relocation assistance. These policies help employees manage life transitions, reducing mid-career dropouts.

# Choices framework for retention practices adoption

	Prevalent retention practices	Retention hook (Impact)	Cost to introduce	Ease of Administration
Prevalent retention practices	Committed/Guaranteed bonus	High	Medium	Easy
	Skill-based pay	Medium	Low	Easy
	Sales incentive	High	Medium	Medium
	Earned days off	Medium	High	Medium
	Mentorship programmes	Medium	Low	Easy
	Buddy programme	Low	Low	Easy
	Job rotation	Low	Low	Difficult
	Social media recognition	High	Low	Medium
	1:1 meetings with skip level manager	Medium	Low	Medium
	Flexible working hours	High	High	Difficult
	Foreign immersion	High	High	Difficult
	Higher education (International)	High	High	Difficult
	Higher education (Domestic)	High	Medium	Difficult
	Externships	High	Medium	Difficult
	Academic immersion	High	Medium	Difficult
	Young leader programmes	High	Medium	Medium
	Health and wellness tie-ups	Medium	Medium	Easy
	Stocks/Shares (ESOPs/PSU/RSU)	High	High	Difficult
	Off-site onboarding	Low	Medium	Easy
	Student loan repayment assistance	High	High	Medium
	Financial planning assistance	Medium	Low	Easy
	Reverse mentorship	Low	Low	Medium
	Compensatory time off	Low	Low	Medium
	Eco-friendly and ergonomic furniture funds	Low	Medium	Easy
	Sabbatical re-entry pods	High	Medium	Medium
	Internal gig marketplaces	High	High	Difficult
	Work-Life Integration Support	High	Medium	Medium
Differentiate d practices				

# Campus hiring practices

# Campus hiring budget has increased by 15 percent in FY25 compared with FY24

## Companies having campus hiring teams

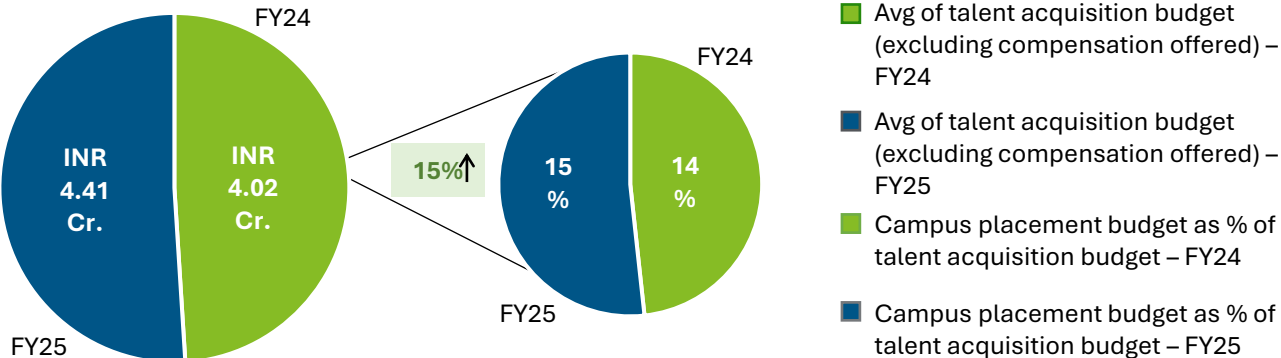


of the participating organisations have a dedicated campus hiring team



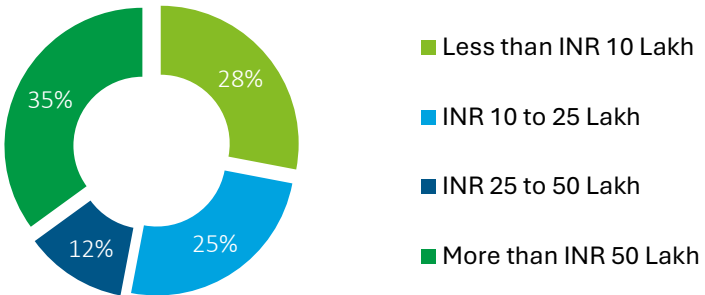
of the participating organisations do not have a dedicated campus hiring team

## Talent Acquisition (TA) budget and campus placement budget as % of TA budget



**Note:** There has been a 15% increase in the allocation of Campus Placement budget from FY24 to FY25

## Overall, talent acquisition budget (excluding compensation offered)

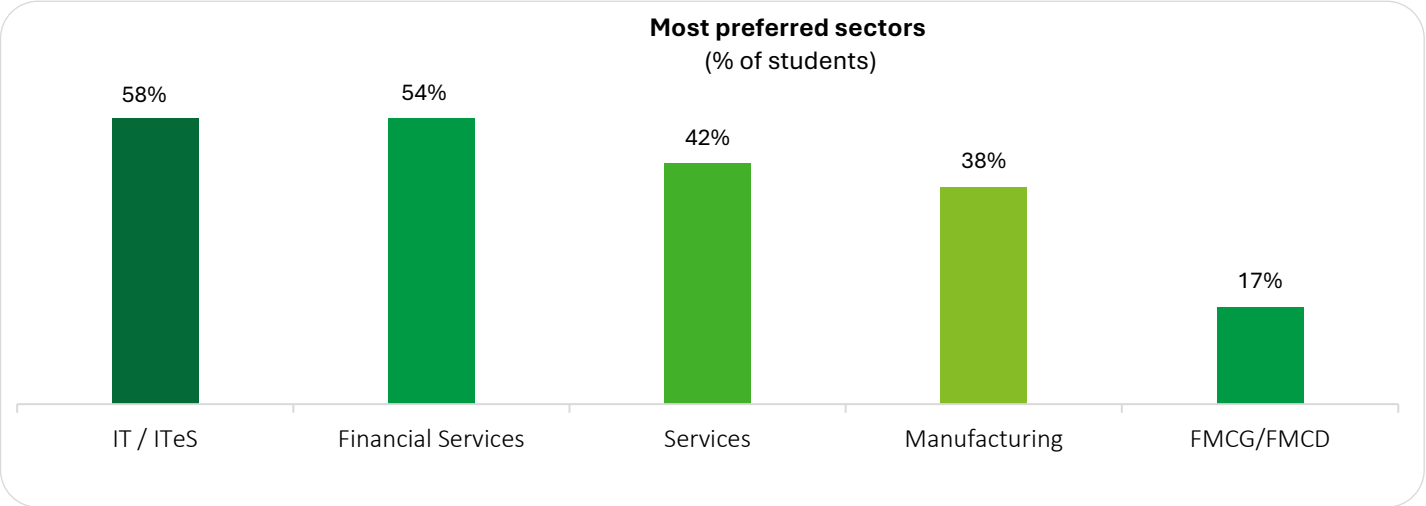


The average TA budget for **FY24** was **INR4.02 crore**, of which **14 percent** was the campus placement budget.

Meanwhile, the average TA budget for **FY25** increased to **INR4.41 crore**. Of which the campus placement budget stands at **15 percent**, a variance of nearly **15 percent increase** in campus hiring budgets.

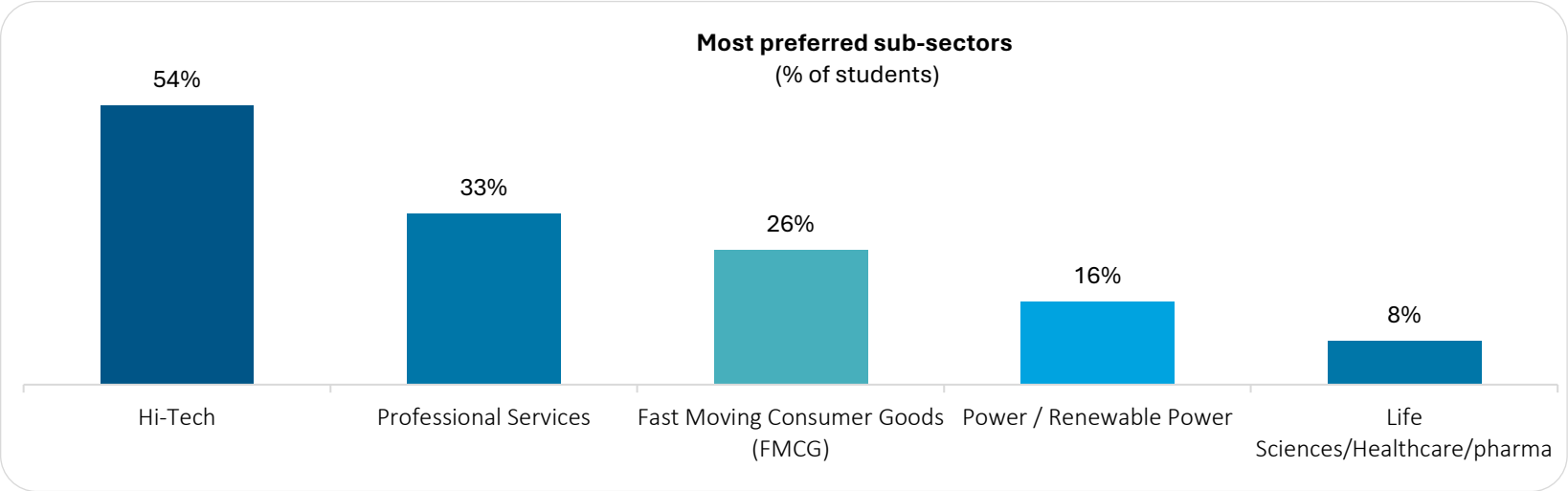
**Note:** The **Campus Placement budget** consists of the expenditure related to the end-to-end campus hiring activities and all the resources used in between.

# IT and Hi-Tech have the maximum attraction by campus students – Sector and sub-sector preferences



Our survey findings reveal a strong preference among campuses for directing student placements towards the **IT sector**. Following IT, **financial institutions** have emerged as the second most preferred industry. Notably, the **manufacturing sector** has moved up to third place, surpassing the services sector, which held a higher position in the previous year.

This data highlights campuses' shifting priorities, emphasizing the growing appeal of the IT industry and students' evolving career preferences in today's competitive job market.

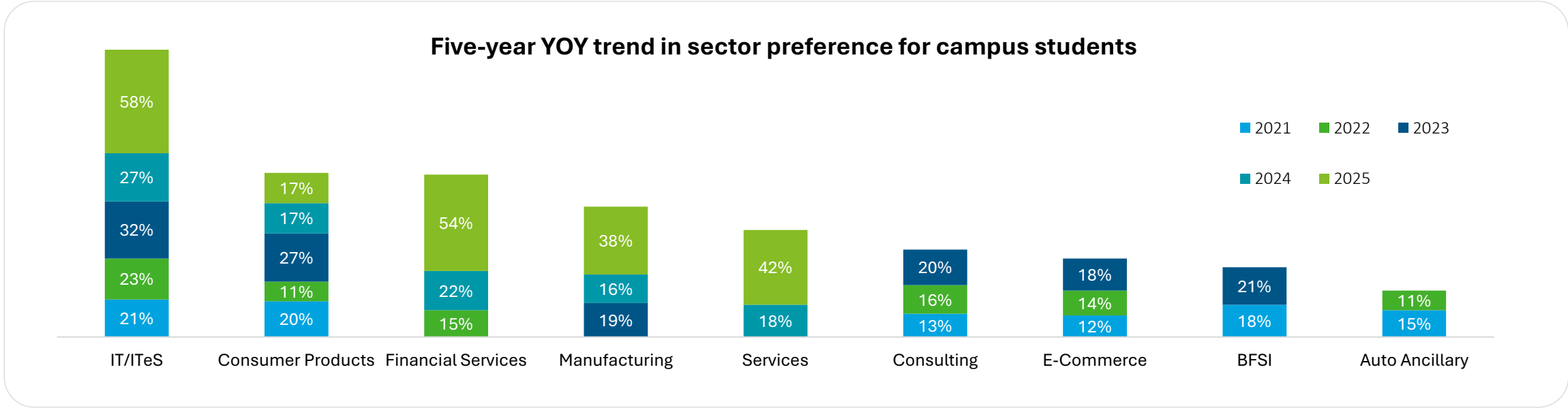


Hi-Tech has emerged as the top choice for campus placements among sub-sectors, followed by **ITes** and **Semiconductors** at second and third, respectively.

These findings highlight the growing preference for **Hi-Tech**, offering valuable insights into how educational institutions align students with emerging career opportunities in a rapidly evolving job market.










Fifth year in a row the technology sector has emerged as the most preferred by students, followed by financial services

Year	Preference 1	Preference 2	Preference 3	Preference 4	Preference 5
2021	IT/ITeS	Consumer products	BFSI	Auto ancillary	Consulting
2022	IT/ITeS	Consulting	Financial Services	E-Commerce	Consumer products
2023	IT/ITeS	Consumer products	BFSI	Consulting	Manufacturing
2024	IT/ITeS	Financial services	Services	Consumer products	Manufacturing
2025	IT/ITeS	Financial services	Services	Manufacturing	Consumer products

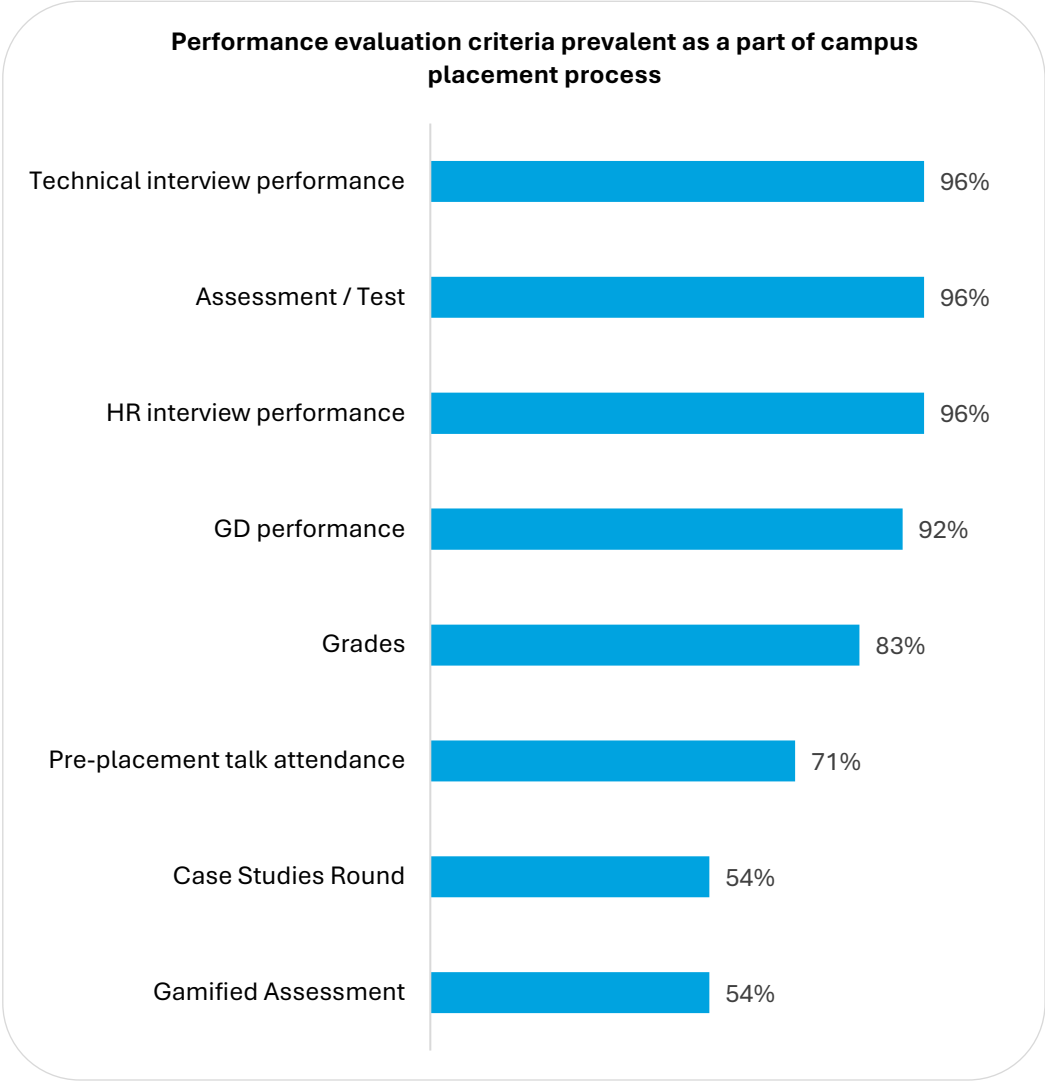




# Consulting for MBA and data scientist for engineering has emerged as the top role preference for the degrees and courses covered

	Degrees/Courses	Preference 1	Preference 2
	Master of Business Administration (MBA)	Management consultant	Product manager
	Graduate in Management (BBA/B.Com/Others)	Data analyst/business analyst	Financial analyst
	Master of Engineering/Technology (M.E. / M. Tech)	Research scientist	Project manager
	Bachelor of Engineering/Technology (B.E. / B. Tech)	Software development/engineer	Data scientist
	B. Pharma/M. Pharma	Clinical Research Associate (CRA)	Quality control analyst
	Bachelor of Law	Legal advisor/attorney	Corporate counsel
	Hotel management (MBA/Non-MBA)	Customer experience analyst	Front office attendant
	Chartered accountant/chartered financial analyst	Audit manager/internal auditor	Management accountant
	Company Secretary	Governance advisor	Risk manager/compliance officer

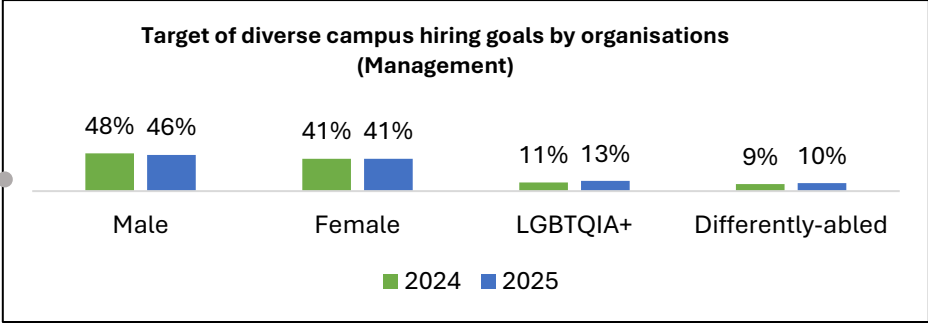
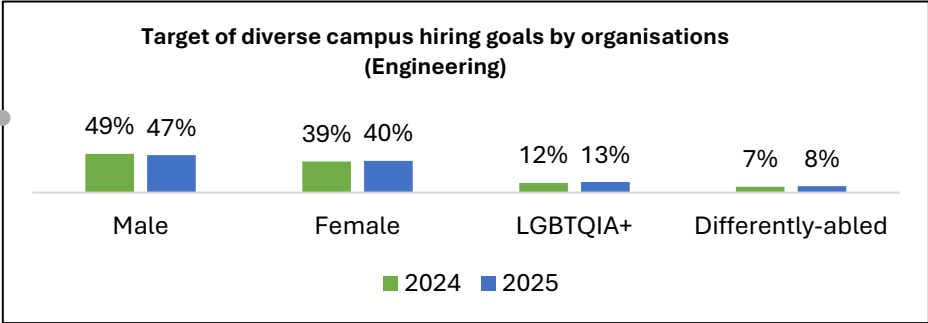
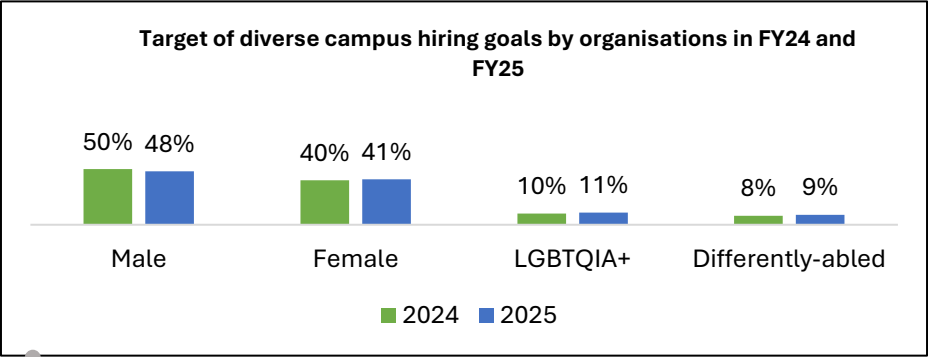
# Technical interview performance is considered to be the most crucial performance evaluation criteria in the campus placement process



Sr. No.	Key findings
1	The survey reveals that an overwhelming <b>96 percent</b> of the surveyed campuses emphasize the significance of <b>technical interview performance, assessment/test and HR interview performance</b> as pivotal criteria for placement, prompting active preparation of their students for such interview rounds.
2	Subsequently, <b>92 percent</b> of campuses consider <b>GD performance</b> to be a crucial factor contributing to successful placements.

The data highlights the significance educational institutions place on evaluation methods in preparing students for the competitive job market and ensuring their readiness for various aspects of the placement process.

# Female campus hiring and LGBTQIA+ inclusion have increased by 100 bps each in FY25 compared with FY24



**Note:** The sum of percentages of Male, Female, and LGBTQIA+ constitutes 100%

## Gender diversity available at the campus level



Engineering campuses



Management campuses

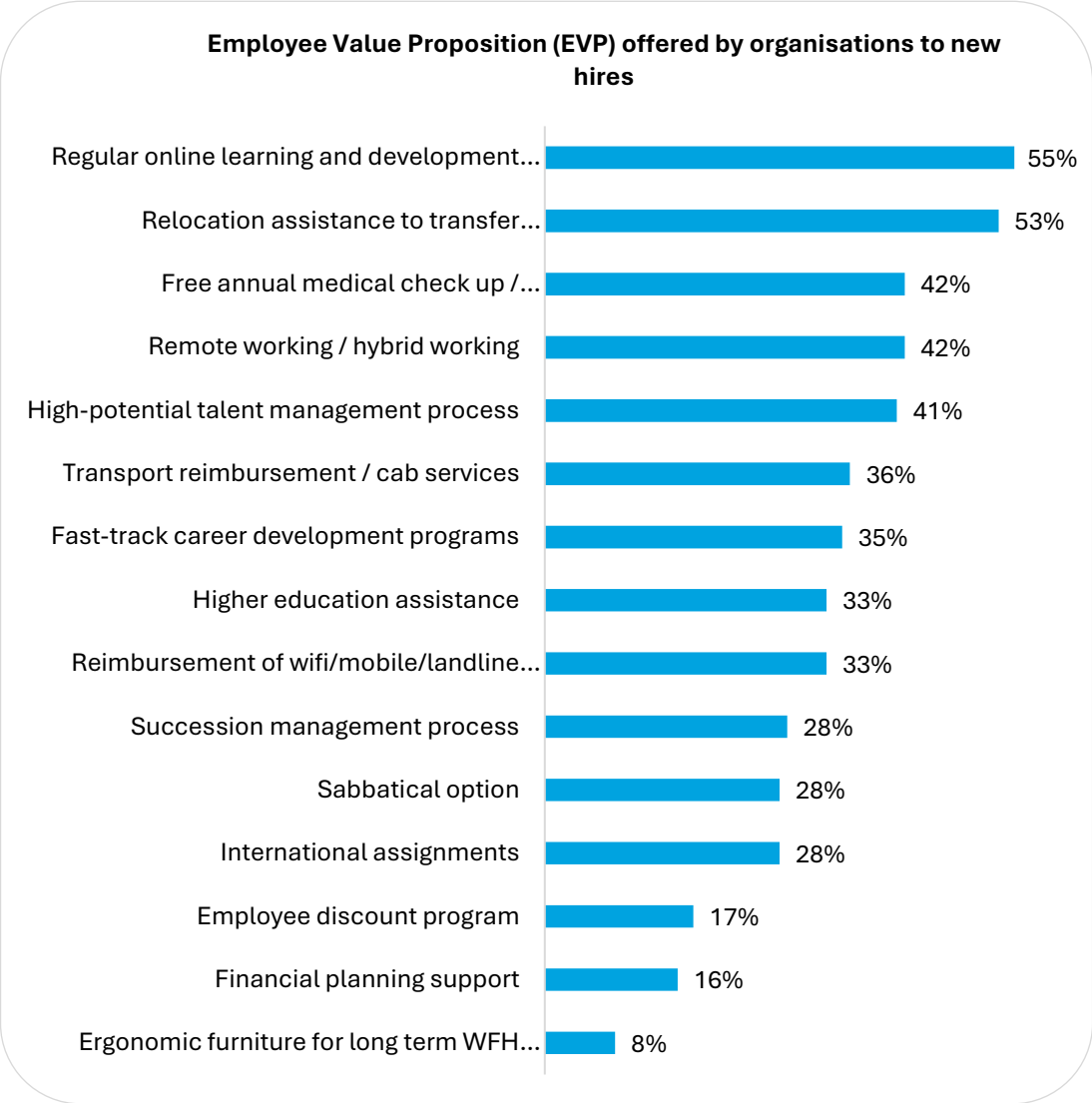
Per the latest All India Survey on Higher Education (2021–2022), **Total women enrolment in 2021–22 reached almost 2.07 crore**, marking a 32 percent increase from 1.57 crore in 2014–15.

Organisations are grappling with a widening gap between their diversity hiring ambitions and the availability of diverse talent at campuses. Despite concerted efforts, gender representation disparities remain evident, particularly between male and female hires. For instance, while companies aspire to achieve a **48 percent men** and **41 percent women** hiring mix in FY25, current pipelines indicate potential shortfalls.

Companies recognise that traditional approaches are insufficient and invest in deeper, systemic DEI initiatives—addressing biases, creating inclusive career tracks and fostering equitable growth opportunities. The future of diversity hiring lies in meeting numbers and building inclusive ecosystems that resonate authentically with the next generation of talent.

# Campus Value Proposition (CVP) by corporates is experiencing customisation and premiumisation

(N=238)



This bar figure highlights the EVP as differentiated or distinctive offerings by the organisations to their new hires other than the standard market offerings, aligning with the evolving landscape of work arrangements.

The findings are highlighted below:

- **Online learning initiatives:** About **55 percent** of the organisations provide regular online learning and development modules to fresh hires to deliver efficient, consistent and cost-effective training that promotes skill development and fosters a culture of continuous learning. Some also mandate the established learning hours on a year-to-year basis.
- **Relocation assistance for transfer of new joiners:** About **53 percent** of the organisations extend relocation assistance to minimise the disruption to the new joiners' personal and professional lives, while allowing them to focus on their new roles.
- **Employee wellness initiatives:** Many organisations (**42 percent**) have started offering free annual medical health checkups and discounted health screenings to prioritise the well-being of new joiners.
- **Remote and hybrid work trends:** Remote or hybrid work arrangement are prevalent, as **42 percent** of the participating organisations have adopted and extended either of these two working models and many are yet to introduce these working arrangements.
- **High-potential talent management:** Additionally, **41 percent** of the organisations have a defined high-potential talent management process where the employer identifies the top performers based on certain key metrics and provides them with a competitive edge as they are integrated into succession planning discussions for key leadership positions.
- **Employee travel expenses:** About **36 percent** of employers either reimburse their new hires for transportation expenses or provide cab services.
- **Other responses** included retention/joining bonus, open leave policy/unlimited leaves, flexible work schedule, professional certification reimbursement and job rotation.

Overall, these findings depict a comprehensive view of the distinctive offerings prevailing in the employer market, which are extensively appreciated by new hires and hence promote talent retention.

# Rewards analysis

# Rewards analysis – Key findings

## 01 Overall compensation landscape

- **Rebound in compensation growth:** In FY25, we have witnessed a 3.91 percent increment in compensation vis-à-vis FY24 across degrees. There has been an overall 3.11 percent CAGR for the last five years among the degrees. MBA showcases the lowest CAGR (1.62 percent) among the degrees.
- **Increase in PPOs:** A 24 percent (average) increase from FY24 to FY25 across degrees for PPO conversions.
- **Engineering vs management compensation growth:** Engineering degrees lead YoY compensation growth (4.65 percent), outpacing management degrees (2.19 percent). Tier 1 (6.07 percent) and Tier 3 (2.41 percent) witnessed the highest CAGR among engineering and management degrees, respectively.
- **Manufacturing tops compensation growth charts:** The manufacturing sector recorded the highest compensation growth vis-à-vis last year, followed by the consumer sector, while life sciences/pharma trails in the end.

## 02 Pay-mix and incentives

- **Stabilisation in pay-mix trends:** Organisations are increasingly **standardising compensation structures with minimal shifts in pay-mix, signalling** a steady-state approach. Notably, the variable pay component, often referred to as “pay at risk”, has become a default feature at the campus hiring level. About 97 percent of organisations have implemented short-term incentive programmes.
- **Retention bonuses emerging as a strategic talent stickiness lever:** Organisations are increasingly using retention bonuses to boost early tenure among campus hires. Positioned as a “stay incentive”, these payouts are designed to anchor fresh talent through the critical first year, aligning short-term retention with long-term engagement goals.
- **LTIs on the rise:** About 34 percent of organisations offering LTIs now prefer deferred cash plans for freshers over stock options. This indicates progressive prevalence of this LTI instrument due to its clarity, lower risk and stronger perceived value.

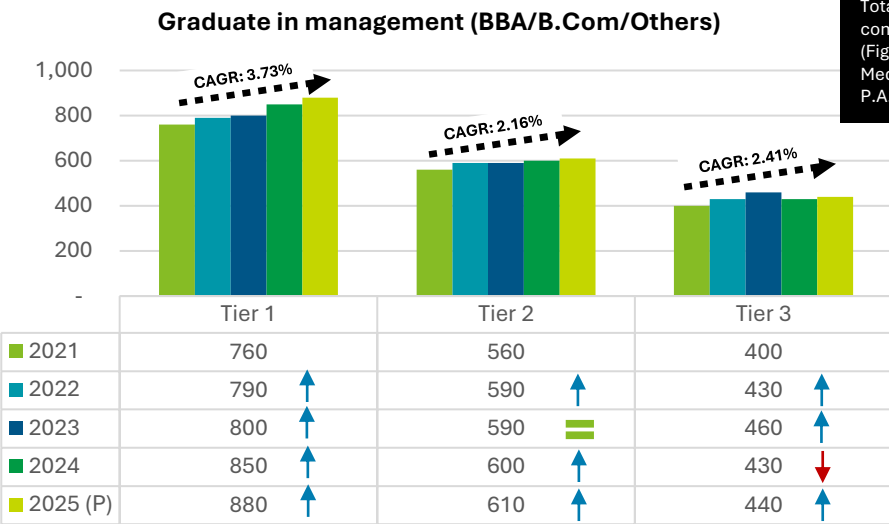
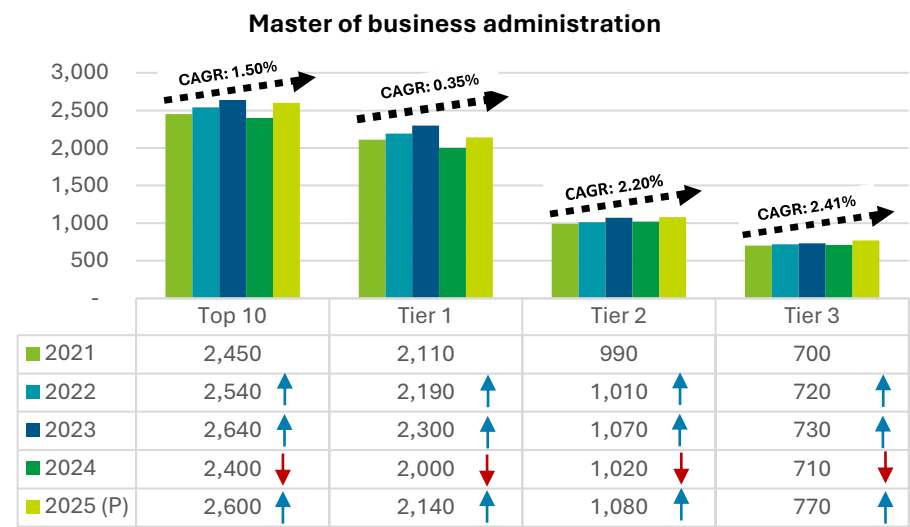
## 03 Internship dynamics

- **Increase in internship prevalence:** While Tier 1 and Tier 2 campuses record a surge in internship opportunities (2 percent and 4 percent, respectively), Tier 3 institutions face a 3 percent drop, highlighting a widening access gap.
- **Increase in internship stipend:** From FY24 to FY25, Tier 1 campuses saw an average increase of 9.58 percent, while Tier 2 campuses experienced an average increase of 16.15 percent.
- **Internship duration:** About 53 percent of students and 57 percent of organisations prefer internships with a 4–6 month tenure for deeper engagement and skill-building compared with the current two months.
- **Startup vs. established firms:** Student interest in interning at startups has declined from 54 percent to 32 percent. In comparison, 45 percent of B-school students now prefer internships with established companies, reflecting a growing inclination towards brand reputation.

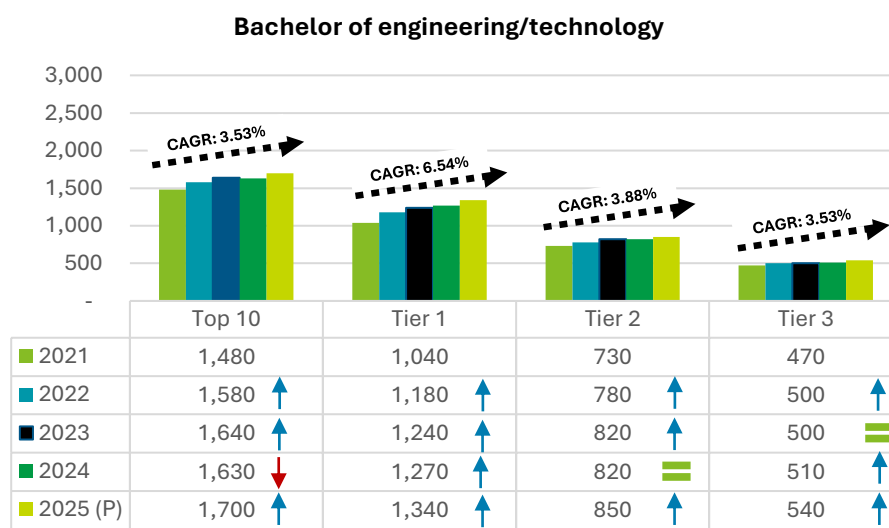
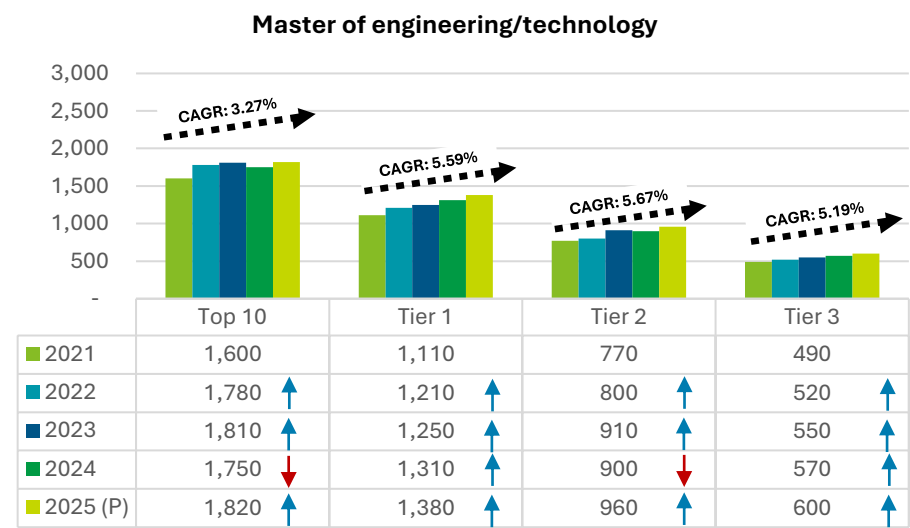
## 04 Campus Students' expectations

- **Increase in students' compensation expectations:** Students' compensation expectations have increased by an average of 4.6 percent in FY25 compared with FY24. This is driven by increased demand for fresh talent, rising cost of living, and greater awareness of market benchmarks.
- **Extended placement cycles are reshaping compensation realism:** Prolonged placement timelines are recalibrating student expectations, fostering a more market-aligned outlook on compensation. As gestation periods increase, aspirational ask gaps narrow, signalling a shift from idealism to realism in offer negotiations.
- **Student expectation gaps widen:** From FY24 to FY25, MBA saw the sharpest 67 percent decline in the variance between market median and student expectations among the degrees. In contrast, the variance more than doubled for the Company Secretary (125 percent), while the M. Pharma recorded exactly double the variance (100%).

# Rewards analysis summary across degrees/courses (1/2)

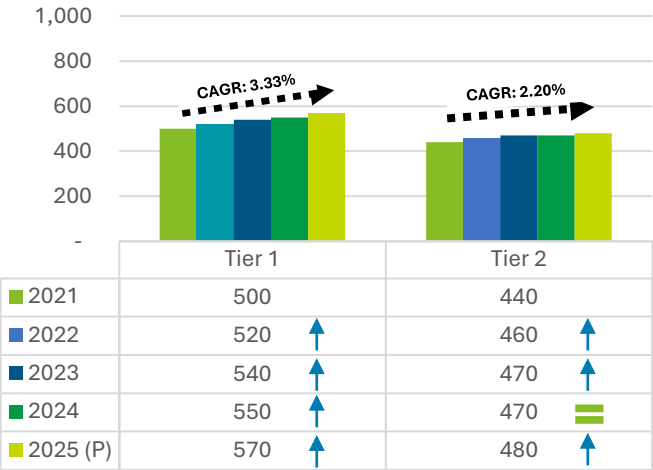


Total cost to company less LTI  
(Figures in Median INR '000 P.A.)

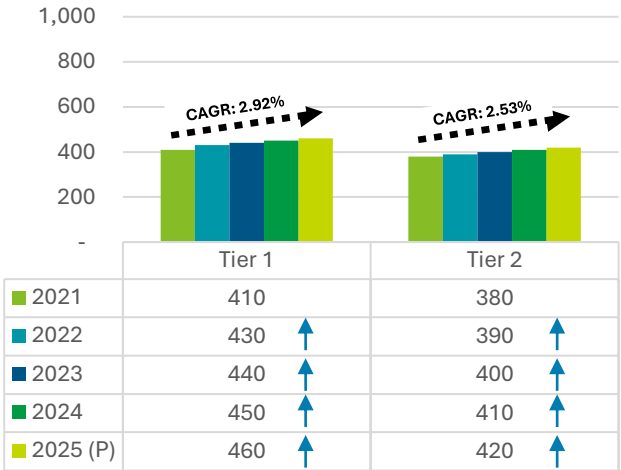


# Rewards analysis summary across degrees/courses (2/2)

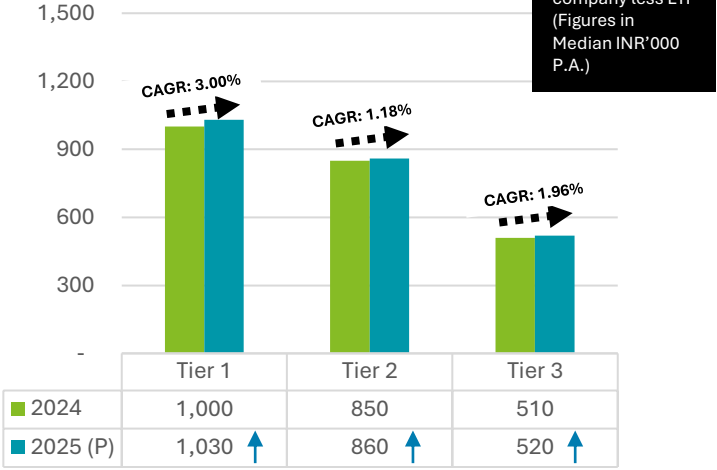
Master of pharmacy



Bachelor of pharmacy

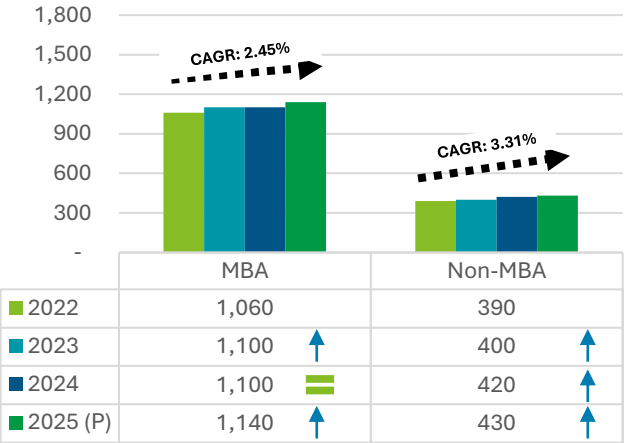


Bachelor of law

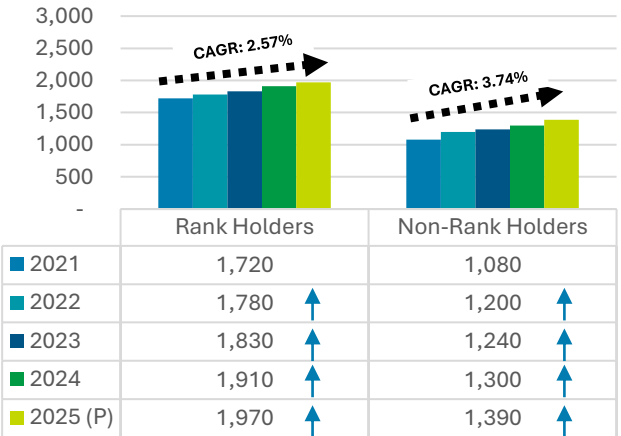


Total cost to company less LTI  
(Figures in Median INR'000 P.A.)

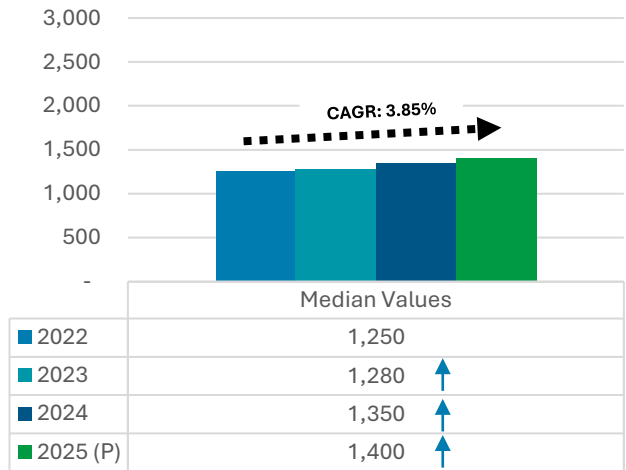
Hotel management (MHM/ BHM)



Chartered accountant/chartered financial analyst



Company secretary





## Connect with us

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## Thank you

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