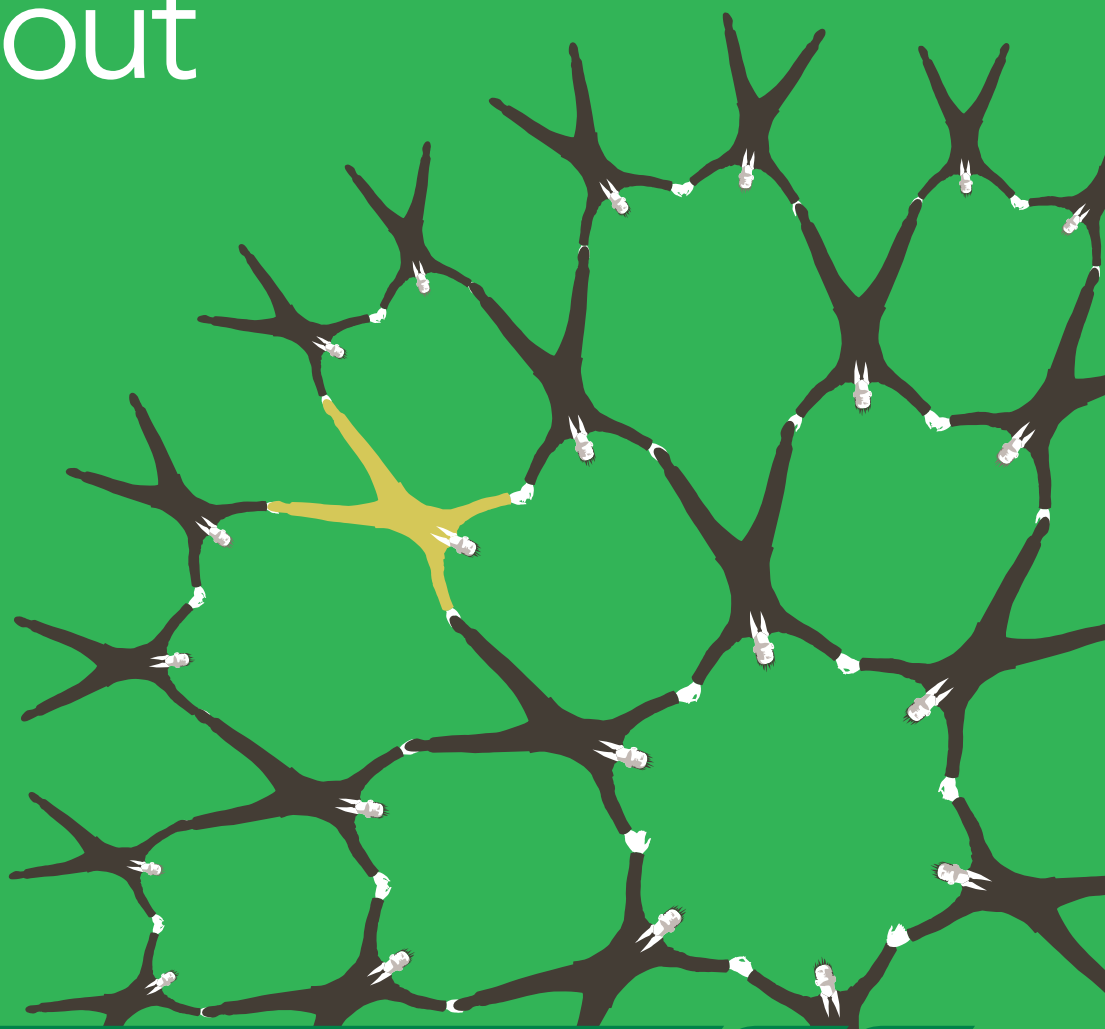


The original always  
stands out



India Salary Handbook  
A practitioner's guide to salaries across industries

**2008/09**

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Talent at work

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## FOREWORD

We are pleased to present the Kelly Services India Handbook 2008/09, a comprehensive reference tool on the latest salary trends and new job titles.

The aim of this handbook is to provide an insight in to the latest salary ranges for various positions across industries in India through a compilation of salaries and job titles. The salary ranges are indicative of actual transactions between employers and employees and represent a reflection of the marketplace. The compiled findings are presented in an easy to read format for your reference.

The India growth story continues in 2008 with the economy maintaining its robust upward trend. As in 2007, we will continue to see an increased number of opportunities across sectors. Higher employment will continue to be in the sunrise sectors like Insurance, Financial Services, Healthcare, Retail, Hospitality, Real Estate, Aviation as well as in the growing and diversifying Service sector. We expect an exciting year ahead with more new job titles being created and an increased demand for talent with relevant industry work experience and also with specialized skills across functional verticals. These would include professionals in marketing and business development, engineering, finance, IT software, research and medicine.

With India's healthy growth outlook and the anticipated robust employment climate, competitive and attractive remuneration packages will continue to be strong components in attracting and retaining specialized talent.

Whilst, we hope this guide will serve as a handy reference tool for you, we are always on hand to assist you with current data and also support you in developing recruiting strategies and programs to suit your specific needs.

We hope you find this salary guide useful for your business and look forward to receiving your feedback.



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\* Please note that the salary ranges in this publication are subject to changes arising from fluctuations in market and economic conditions.

A copy of this guide can also be found on our website. Visit us at: [www.kellyservices.co.in](http://www.kellyservices.co.in)



# BANKING & FINANCE

POSITION	QUALIFICATION	YEARS	JOB DESCRIPTION	MIN. SALARY/MTH	MAX. SALARY/MTH
<b>BANKING</b>				RS	RS
Bank Operations Officer	Degree	0-1	Processing of trade settlements. Back room admin duties.	8,000	12,000
Compliance Officer	Degree	2-3	Ensure interpretation and adherence to all regulatory requirements. Conduct and review results of compliance surveillance test plans. Support the implementation and roll-out of compliance related initiatives.	12,000	30,000
Mortgage Sales Specialist	Diploma / Degree	2-3	Identify prospective customers through lead generation to achieve desired mortgage and related lending product targets.	10,000	22,000
Personal Financial Consultant / Personal Banker	Diploma / Degree	2-3	Provide advice and recommend investment products according to clients' risk profile. Identify business potential from the execution of the sales.	15,000	38,000
Remittance/Settlement/ Loans Clerk	Diploma / Degree	1-2	Cheque clearance, inward/outward remittances, telegraphic transfer and demand drafts. Accept and confirm forex deals. Process and document housing loan applications.	8,000	12,500
Secretary	Diploma	3-5	Support a team of Senior Managers in travel arrangements and meetings.	12,000	50,000
Senior Secretary	Diploma	Min 5	Support Head of Dept in secretarial duties, calendar management, travel planning, corporate administrative duties.	15,000	60,000
Settlement Officer	Degree	3-5	Settlement of trades (FX/MM), bonds and securities. Liaise with brokers, counter parties and fund managers.	15,000	35,000
Trade Finance Clerk	Diploma / Degree	2-3	Process trade finance products with knowledge of various trade instruments e.g. Letter of Credit, trade collections and payments including the accompanying payment processes.	10,000	20,000
Trade Finance Officer	Diploma/	1-2	Supervisory role in the processing of trade finance products.	12,500	22,000
Bank Auditor	Degree	2-3	Report audit findings, evaluate system effectiveness and assess procedural deficiencies. Ensure high level of internal control and system adherence to guard against fraud or procedural non-compliance.	12,000	38,000
Bank Teller	Diploma / Degree	1-3	Handle high volume of over-the-counter transactions. Assist with customer enquiries, ensure service delivery standards are met and actively promote bank products and services.	10,000	18,000
Collection / Debt Recovery Officer	Diploma / Degree	1-3	Review collection procedures and ensure diligent debt recovery. Analyse customers' profile and propose viable solutions. Restructure and negotiate payment. Knowledge in legal/litigation processes and documentation. Monitor delinquent accounts and collection functions.	10,000	20,000
Customer Service Officer	Diploma / Degree	2-3	Attend to walk-in customers and follow-up on customer service issues as well as identify business potential from existing database.	10,000	25,000
Dealer	Diploma / Degree	1-2	Good grasp of foreign exchange products. Familiar with inter-bank market transaction. Manage the flows and risk of FX pricing. To process inter-bank deposit/placement deals, futures, FRAs, government bills/bonds and foreign exchange.	10,000	25,000



## BANKING & FINANCE

POSITION	QUALIFICATION	YEARS	JOB DESCRIPTION	MIN. SALARY/MTH	MAX. SALARY/MTH
<b>FINANCE</b>				RS	RS
Accountant	Degree / Professional Certification	4-5	In charge of general accounting that involve the preparation of statistical data and financial reports concerning profits, cash and inventory. Analyse, report and give advice on the financial dealings or organisations/individuals. Advise on associated record-keeping and compliance requirements.	30,000	60,000
Accounts Assistant	Diploma / Degree	1-3	Record and compile summaries of organisation's financial transactions for management purposes. Assist in full set of accounts.	7,500	18,000
Accounts Clerk	Diploma / Degree	2-5	Balance expenses, data entry and basic accounts support. Filing, photocopying, faxing and other admin duties.	8,000	20,000
Accounts Supervisor	Diploma / Degree	2-4	Supervise full set of accounts and delegate work to clerical staff. Assist in the analysis of financial statements and year-end closing/ audits.	10,000	21,000
Auditor	Degree / Professional Certification	5-9	Ensure authenticity and accuracy of financial statements, especially assets and liabilities. Analyse samples of work done and conduct procedural interviews.	30,000	120,000
Credit Control Clerk	Diploma / Degree	1-2	Manage accounts receivables. Prepare reports of loans and accounts that are delinquent and forward reports for legal action.	7,500	18,000
Credit Control Manager	Diploma / Degree	4-6	Determine credit worthiness of clients. Formulate credit and collection policy. Negotiating with past due accounts. Take appropriate action against delinquent accounts. Supervise two or more officers.	30,000	70,000
Credit Control Officer	Diploma / Degree	2-4	Contacting customers. Sending follow-up inquiries. Negotiating with past due accounts for debt recovery.	10,000	30,000
Finance Manager	Degree	6-8	Prepare financial reports, i.e. income, expenses, capital usage and cash flow. Preparation of strategic plans, budgets and financial forecasts. Develop accounting and management policies and procedures.	35,000	115,000
Financial Analyst	Degree	4-6	Report and analyse financial and operating data.	25,000	75,000
Payroll Clerk	Diploma / Degree	1-3	Calculate and prepare payroll, taking into account overtime and deductions such as tax, CPF, insurance payments, etc.	7,500	22,000



## ENGINEERING & TECHNICAL

POSITION	QUALIFICATION	YEARS	JOB DESCRIPTION	MIN. SALARY/MTH	MAX. SALARY/MTH
Draughtsman	Diploma	1-2	Design moulds, structures and fixtures. Handle design duties from 2 to 3 dimension. Able to meet deadline and implement multiple changes during the course of a project. Knowledge of Autocad and other designing software a must.	7,000	15,000
Electrical/Mechanical Engineer	Diploma / Degree	2-5	To manage the facilities control system. Plan and control maintenance work. Coordinate with customers and contractors on all site matters.	10,000	40,000
Material Planner	Diploma	2-4	Generate clear-to-build quantity plan based on orders. Expedite with buyers on material shortages and ensure availability. Monitor inventory performance to meet goals set.	12,000	28,000
Order Engineer	Diploma / Degree	2-3	Order handling and technical review. Fabrication drawings to vendors and customers. Mechanical design. QA/QC inspection.	15,000	25,000



## ENGINEERING & TECHNICAL

POSITION	QUALIFICATION	YEARS	JOB DESCRIPTION	MIN. SALARY/MTH	MAX. SALARY/MTH
Planning Engineer	Degree	5-8	Planning of production floor layout to enable efficient process and material flow. Implement low cost manufacturing.	25,000	75,000
Process Engineer	Diploma / Degree	2-3	To develop process for new products and improve product process for current products. Knowledge of SPC, DOE and FMEA.	15,000	28,000
Quantity Surveyor	Diploma / Degree	2-5	To work on tenders. Attend site meetings. Prepare preliminary quotations.	10,000	32,000
Sales and Service Engineer	Diploma	3-4	Sales and service to local and international customers. Prepare quotation, presentation material, sales analysis report, customer complaints report, etc.	10,000	35,000
Supervisor	Diploma	3-4	Liaise with operators, line leaders and other supporting departments to carry out production/manufacturing operations and projects. Monitor and coordinate machines installation setup. Monitor production issues to ensure targets are met and quality issues minimised.	8,000	25,000
Technical Officer	Diploma	2-5	Assist Engineer to plan and control maintenance work. Supervise all maintenance and variation jobs on site.	12,000	35,000
Technician	Diploma	1-5	Install, service, repair and maintain engineering equipments.	8,000	20,000



## HUMAN RESOURCES

POSITION	QUALIFICATION	YEARS	JOB DESCRIPTION	MIN. SALARY/MTH	MAX. SALARY/MTH
HR Clerk / Assistant	Diploma / Degree	1-3	General HR admin duties. Maintenance of leave/medical records. Co-ordinate interviews.	8,000	20,000
HR Manager	Diploma / Degree	5-7	Design, plan and implement HR policies and procedures. In charge of recruitment, salary and staff benefits. Performance evaluation. Determine and enforce government regulations. Supervise team of HR executives.	35,000	100,000
HR Officer / Executive	Diploma / Degree	2-4	Active screening and recruitment of staff. Co-ordinate recruitment ads. Ensure consistent benefits and compensation practice.	10,000	35,000
Training Executive	Diploma / Degree	2-4	Conduct company training programmes. Knowledgeable of commonly used concepts, practices and procedures.	10,000	28,000
Training Manager	Degree	5-6	Design, plan and implement training programmes; policies and procedures; and career development programmes.	35,000	90,000



## INFORMATION TECHNOLOGY

POSITION	QUALIFICATION	YEARS	JOB DESCRIPTION	MIN. SALARY/MTH	MAX. SALARY/MTH
Account Manager	Degree/Higher Diploma	3-5	Responsible for achievement of IT products and/or solution sales and revenue target. May be assigned to target specific industry verticals.	25,000	55,000
Analyst Programmer	Degree	2-4	Design, code and test programs to support the application systems development plan.	20,000	50,000
Business / Systems Analyst	Degree	4-7	Perform systems feasibility studies, analysis and design to meet user requirements and application. Work closely with engineers and technical support to resolve customer issues. Provide technical application support to users.	35,000	70,000



# INFORMATION TECHNOLOGY

POSITION	QUALIFICATION	YEARS	JOB DESCRIPTION	MIN. SALARY/MTH	MAX. SALARY/MTH
Business Development Manager	Degree	4-7	Commercially aware of customers' needs. Possess the acumen necessary to grow sustainable and profitable business. A strong intellect capable of grasping and clearly communicating complex business and technology concepts.	40,000	100,000
CRM Consultant	Degree	5-7	In-depth understanding of Customer Relationship Management (CRM) technologies. Excellent pre-sales experience in a vendor environment. An understanding of the telecommunications industry. Understanding of Data Warehousing/Business Intelligence software.	40,000	83,000
Database Administrator	Degree	2-5	Responsible for administration and technical maintenance of the company's distributed database system.	20,000	65,000
Datawarehousing Consultant	Degree	3-8	To develop datamining techniques, architecting database, production support. Assist administrators and developers.	40,000	108,000
ERP Consultant	Degree	5-8	To provide functional or technical advise on the implementation of ERP solutions. Must have some domain knowledge in order to map processes.	40,000	110,000
Helpdesk Analyst	Degree	1-3	Remotely troubleshoot problems through email/telephone by taking over the control users' terminals via LAN/WAN connections. Plan, coordinate and support business processes, systems and end-users. Handle phone-in and escalation of problems.	12,000	35,000
IT Administrator	Diploma / Degree	3-5	Provide implementation and administration involving LAN, WAN and dial up connectivity, firewall, reverse proxy and technical support.	20,000	50,000
IT Executive	Higher Diploma / Degree	1-3	Maintain sufficient, standard and reliable systems/infrastructure to ensure effective and efficient operations. Implement IT procedures and processes to ensure maximum data protection/security.	15,000	38,000
IT Manager	Degree	5-7	Oversee the smooth running of the IT systems. Troubleshoot and assist the organisation in any IT matters or problems. In tune with all the new IT developments in the required fields.	40,000	105,000
Network Administrator	Degree	3-5	Administrate and operate LAN and WAN networks, system management and hardware support.	20,000	58,000
Network Support Engineer	Degree	3-5	Perform communication and networking systems analysis and design planning for integration. Support of network in internet, intranet and extranet. Analyse and participate in the development of security standardisation and implementation of security controls for LAN and WAN.	20,000	50,000
Pre-sales Consultant	Degree	4-7	Helping the sales team to achieve the specified target by providing technical support, demonstration, RFP and solution architecting.	40,000	90,000
Project Manager	Degree	5-7	Plan, direct and execute project management activities for an area/division. Monitor progress against schedule and project budget. May allocate or assist in the allocation of appropriate resources to deliver project results.	40,000	120,000
Regional Sales Manager	Degree	6-10	Able to build and grow geographical sales territories. Identify, qualify and close sales opportunities through prospecting and cross marketing of new products and technologies to existing and new customers.	40,000	140,000
Software QA/ Test Analyst	Degree	4-7	Testing, certifying, auditing software products.	30,000	75,000
Systems Engineer	Degree	3-5	Provide system design and consultancy to customers. Respond to requests for technical queries and support. Conduct technical training to customers and IT administrators.	25,000	60,000



# INFORMATION TECHNOLOGY

POSITION	QUALIFICATION	YEARS	JOB DESCRIPTION	MIN. SALARY/MTH	MAX. SALARY/MTH
Systems Programmer / Software Engineer	Degree	3-5	Familiar with software development life cycles. Possess skills in application design. Prepare program specifications, coding/ documentation and testing.	30,000	65,000
Technical Consultant	Degree	3-5	Tracking problems and changes. Continuity of ownership and documentation of IT operational problems from occurrence to resolution, including post resolution analysis. Provide solutions to IT related service problems.	25,000	60,000
Web Designer	Degree	2-4	Develop innovative web-based design application and content management.	20,000	45,000

## ITeS-BPO

Customer Service Officer – Inbound (experienced)	Diploma / Degree	1-2	Handle incoming calls (orders, inquiries, complaints) and direct calls for further problem resolution. To handle larger clients or 1st level escalation. To lead, teach, guide and/or motivate teams through the call process if necessary.	10,000	20,000
Call Centre Manager / Head	Degree	8-12	Implement service strategies. Oversee daily operations as well as marketing, sales and IT. Ensure service levels are met. Plan workflow and structure. Solve escalated complaints. Motivate and lead teams. Work with HR to assist in recruiting, staff appraisals and training. Good project management skills.	70,000	150,000
Call Centre Supervisor / Team Leader	Diploma / Degree	2-3	Oversee team of junior and senior officers. Motivate team, roster planning and handle staffing issues such as disciplinary and performance counseling.	20,000	40,000
Call Centre Trainers	Diploma / Degree	2-3	Work with HR and Call Centre Manager to provide training. Train on systems, procedures and product knowledge. Facilitate and plan training schedules.	25,000	40,000
Customer Service Officer – Inbound (entry level)	Diploma	0-1	To handle incoming calls (orders, inquiries, complaints) and direct calls for further problem resolution.	8,000	18,000
Helpdesk	Diploma	1-2	To screen and/or service requests, compile problem reports and provide solutions to complex issues as needed.	11,000	20,000
Operations Manager	Diploma / Degree	5-7	Oversee all aspects of the operations. Report to Call Centre Manager. Handle internal inquiries and divisional operations.	35,000	92,000
Sales Outbound / Telemarketer (entry level)	Diploma	0-1	To sell and set up appointments. Handle outbound calls for selling a product or service, typically with respect to quotas or sales goals. May be responsible for specific accounts or geography. To up sell as appropriate.	7,500	18,000
Sales Outbound / Telemarketer (experienced)	Diploma	2-3	To sell and set up appointments. Handle outbound calls for selling a product or services, typically with respect to quotas or sales goals. May handle specific accounts or geography. To up sell as appropriate. Typically handle larger clients and more difficult situations. To lead, teach, guide and/or motivate teams through the call process if necessary.	12,000	30,000



## LOGISTICS & WAREHOUSING

POSITION	QUALIFICATION	YEARS	JOB DESCRIPTION	MIN. SALARY/MTH	MAX. SALARY/MTH
Distribution Manager	Degree	6-7	Manage ordering and distribution of goods. Ensure timely deliveries to maximise sales. Liaising with the forwarder on the timing of arrival of goods.	25,000	55,000
Operations Executive	Diploma / Degree	2-3	Manage warehouse operations and ensure proper documentation. Plan cargo schedules. Inventory control / management and reconciliation of suppliers' invoices.	12,000	30,000
Shipping Assistant	Diploma	1-3	Prepare shipping documentation. Knowledge of LC / BL. Ensure smooth delivery and handle customers' inquiries. Verification of freight invoices, cycle count, etc.	8,000	20,000
Shipping Supervisor	Diploma / Degree	4-5	Organise receiving and issuing of goods. Manage the shipping operations and ensure proper documentation. Ensure quantity and quality of goods.	15,000	30,000
Warehouse / Store Assistant	Diploma	2-4	Basic warehouse operations. Receive, unpack, pack, pick and check cargos.	8,000	20,000
Warehouse Manager	Diploma / Degree	4-5	Plan for efficient storage and systematic retrieval. Manage all warehouse activities. Proper upkeep of the store and warehouse. Identify reliable and cost efficient freight forwarders.	15,000	55,000
Warehouse Supervisor	Diploma / Degree	3-5	Manage warehouse operations. Receive, issue, pick and pack. Ensure timely shipment.	15,000	30,000



## OFFICE SUPPORT

POSITION	QUALIFICATION	YEARS	JOB DESCRIPTION	MIN. SALARY/MTH	MAX. SALARY/MTH
Administration / Office Manager	Diploma / Degree	4-6	Responsible for office administration and management, i.e. human resources, office lease, property facilities and records. Assigning work to other clerical employees and ensuring conformance to office policies.	20,000	65,000
Administrative Clerk / Co-ordinator	Diploma / Degree	1-3	Sort and distribute mail. Prepare simple business correspondence and reports. Attend to telephone enquiries and visitors. Filing.	8,000	18,000
Data Entry Clerk	Diploma / Degree	1-2	Input information into a computer. Processing and transmission of data.	5,000	12,000
Despatch cum Office Boy	HSc	1-2	Mail delivery and collection. Motorbike and license required. Run simple errands.	3,000	8,000
Executive Secretary	Diploma / Degree	3-6	Work with top management. Take and transcribe minutes of meetings. Execute routine secretarial assignments. Provide supervision and work co-ordination of other staff.	15,000	45,000
Personal Driver	SSC/ HSC	2-3	Chauffeur high-ranking management or visitors. Run errands. Good driving record.	4,000	12,000
Receptionist / Front Office Assistant	Diploma / Degree	1-3	Receive customers. Attend to phone calls. Admin duties.	7,000	20,000
Secretary	Diploma	2-5	Schedule appointments, travel arrangements and attend to callers. Take dictation. Relieve officials of clerical work and administrative duties.	7,500	33,000
Security Officer	Diploma / Degree	3-4	Protect property against fire, theft and illegal entry. Make routine periodic tours around buildings and grounds. Check visitors for proper identification and clearance.	5,000	12,000



# SALES & MARKETING

POSITION	QUALIFICATION	YEARS	JOB DESCRIPTION	MIN. SALARY/MTH	MAX. SALARY/MTH
Advertising Manager	Diploma / Degree	4-6	Develop company's advertising strategy according to brand/product/ corporate policies. Liaise with advertising agencies to create the company's product/image. Prepare and track A&P spending. Develop promotional and sales support materials.	35,000	80,000
Brand / Product Manager	Higher Diploma / Degree	5-7	Conceptualise and execute activities for brand positioning. Determine product pricing. Maintain and direct product's image in the market.	35,000	100,000
Customer Service Executive	Diploma / Degree	2-3	Entertain customer inquiries. Service existing customers and their needs. Visits to customers' office when necessary.	8,000	18,000
Market Researcher	Diploma / Degree	2-4	Collect and analyse information to assist in marketing.	10,000	35,000
Marketing Executive	Diploma / Degree	2-4	Marketing of new or existing products and services. Collate market trends for product development. Liaise with ad agencies and suppliers. Production of marketing materials.	12,000	40,000
Marketing Manager	Higher Diploma / Degree	5-9	Co-ordinate marketing activities. Organise marketing functions and campaigns. Involve in product launches and preparation of marketing plan.	35,000	125,000
PR Manager	Degree	4-6	Plan and develop communication strategies. Promote complete information flow within the organisation and build positive media and public relations.	35,000	80,000
Promoter / Retail Assistant	Diploma / Degree	1-3	Front Line. Counter sales. Promote products in store.	5,000	20,000
Sales Co-ordinator	Diploma / Degree	2-3	Coordinate client leads and customer sales. Process sales orders.	8,000	20,000
Sales Executive	Diploma / Degree	2-4	Lead generation. Sell products and services on B2B basis. Prepare and submit proposals. Involve in sales pitch.	10,000	35,000
Sales Manager	Degree	5-7	Plan and manage business strategies. Meet sales targets and quotas. Develop consulting service/product according to market needs. Co-ordinate activities of sales team. Monitor budget achievement. Prepare forecasts.	35,000	95,000

The diverse variance in salary range is because of geographical distribution, cost of living disparity and varied organization stature operating in India.

### **About Kelly Services®**

Kelly Services, Inc. (NASDAQ: KELYA, KELYB) is a world leader in human resources solutions headquartered in Troy, Mich., offering staffing solutions that include temporary staffing services, outsourcing, vendor on-site and full-time placement. Kelly operates in 37 countries and territories. Kelly provides employment to more than 750,000 employees annually, with skills including office services, accounting, engineering, information technology, law, science, marketing, creative services, light industrial, education, and health care. Revenue in 2007 was \$5.7 billion. Please visit [www.kellyservices.com](http://www.kellyservices.com) for more information.

In India, Kelly Services has 18 branch offices across nine locations - New Delhi, Mumbai, Bangalore, Kolkata, Chennai, Ahmedabad, Pune, Chandigarh and Hyderabad.

Our trained professionals work with India's leading companies and use only the most efficient and in-depth recruitment techniques to ensure the best quality candidates are available for both permanent and contract positions. Kelly IT Resources is a leading provider of staffing solutions to the technology sector and comprises of a large team of consultants who possess both strong technical background and in-depth knowledge of the technologies, regulations and local and regional issues that influence the IT industry.

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