



People Reality in BFSI - The 3 Workforce Imperatives

2026
India's Best Workplaces™ Banking, Financial Services
and Insurance



Great Place To Work®



Executive Summary:

The BFSI sector today operates at the intersection of scale, scrutiny, and speed which translate into three fundamental challenges:

- 1. Working towards becoming financially resilient** while growing balance sheets and customer base in an economy of high volatility and risk.
- 2. Operating under heightened regulatory scrutiny**, with continuous expectations of meeting the demands on compliance and risk controls.
- 3. Keeping pace with rapid technology and AI adoption** while managing the limitations of their legacy systems.

These pressures are not new; what is new is the pace at which they are converging, reshaping how work is executed across the sector. Beneath these visible challenges lies a more fragile and less visible reality.



People systems in BFSI are under hidden strain

This hidden strain shows up in repeating patterns that reveal where the people systems are being stretched beyond what they were built to sustain. The nature of work has evolved faster than roles, skills, and leadership capability have been able to adapt.

- **Roles are being reshaped by AI, automation, and digital processes** without sufficient redesign of job architecture.
- **Uneven skill depth across critical roles concentrates dependency on a few individuals** and drives burnout, attrition, and declining camaraderie under high performance expectations.
- **Learning ecosystems remain reactive** and struggle to keep pace with business change, **even as nearly 50% of the BFSI workforce will require reskilling^{1*}** due to rapid digital adoption.

As technology, compliance, and performance expectations compound, the pressure is increasingly absorbed by managers, teams, and in many cases even the frontline employees. This creates execution stress even in organizations that continue to perform well on the surface.

In a nutshell, the leadership challenge in BFSI has shifted from **launching new initiatives to making the people system work reliably at scale.**

^{1*} APN News, 2025

While **83% of organizations prioritize digital transformation, only 31% believe their workforce is ready^{1*}**. This underscores the need to keep roles relevant as work evolves, ensure skills are available when needed, and enable leaders to absorb pressure without passing it down destructively. Sustainable performance now depends on executing change without eroding trust, wellbeing, or ethical foundations. Leadership capability and workforce readiness should be looked at as critical risk factors rather than soft considerations.

These dynamics point to a deeper reset in the people foundations of BFSI. This report aims to move beyond generic transformation narratives and identify **three workforce imperatives** critical to sustaining performance in a period of continuous change.

1. Strengthening leadership capability to balance continuity, compliance, and care
2. Aligning AI adoption with role and skill redesign
3. Increasing learning velocity beyond formal programs

The next section of this report explores these 3 Workforce Imperatives in detail.

Key Question:

As BFSI moves into its next phase of growth, are organizations truly equipped to sustain performance through their people or are they running on hidden strain?

The Three Workforce Imperatives



Enabling Leaders and Culture to drive Sustainable Business Performance



Moving from Digital Intent to AI-powered Agility



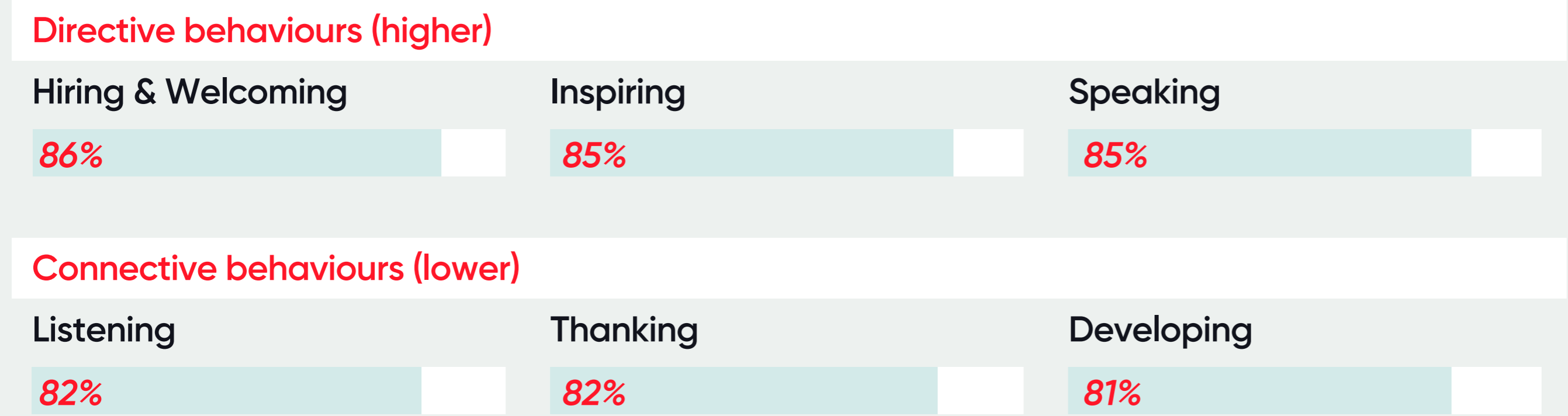
Harnessing Learning Velocity as a Competitive Advantage



#1 - Enabling Leaders and Culture to drive sustainable business performance:

At Great Place To Work, our research consistently shows that great workplaces are built on great leadership. We call this 'the Great Place To Work effect'.

This effect is especially visible in nine leadership behaviours – Inspiring, Speaking, Listening, Thanking, Developing, Caring, Hiring, Celebrating, and Sharing. In BFSI, leaders score strongly on visible, directive actions but score noticeably lower on the more connective behaviours.



Even though scores on connective behaviours look strong on paper, the gap is concerning. This gap between directive and connective actions can (in many cases) amplify stress and disengagement. It suggests a workforce that feels led more than heard, at a time when the nature of work, pressure, and risk sentiment is intensifying.

What are the Best Workplaces in BFSI doing to strengthen leadership capabilities?



Sar utha ke jyo!

HDFC Life Insurance Company demonstrates a practical way to strengthen the "connective" side of leadership by institutionalising Focused Group Discussions (FGDs) as a safe, structured forum for employees to share what is working, what is not, and what needs to change. By running 62 FGDs and generating 800+ improvement ideas, the organisation makes listening a repeatable leadership routine and signals that employee voice is meant to translate into action.

#1 - Enabling Leaders and Culture to drive sustainable business performance:

How does this leadership-connection gap show up in day-to-day employee experience?

27%

of BFSI employees experience **high to medium** burnout.

1 in 3

employees are actively planning to leave, pointing to **fragility in retention**.

2% ↓

highest year-on-year decline in **discretionary effort** within the BFSI sector.

Together, these indicators highlight a critical role of leadership in this fast-paced environment. Time and again, we see that when leadership shows care, ensures role fit, practices fairness, and meets basic employee needs (and embeds these actions in daily practice), it has a **more direct influence on work culture than formal policies ever can**.

Our analysis shows that leadership impact is cumulative, not individual. When employees experience a combination of all nine essential leadership behaviours (listed above), we see that employees are:

2.2x

More likely to adapt quickly to changes needed for organisational success

2.2x

More likely to look forward to coming to work

2.2x

More likely to stay with the organisation long-term

2.8x

More likely to see people willingly putting in extra effort

2.5x

More likely to experience opportunities for innovation



If everyday leadership behaviours shape the employee experience, why leave them to situational judgment?

What are the Best Workplaces in BFSI doing to strengthen leadership capabilities?



Standard Chartered Bank (India) strengthens leadership capability by helping leaders listen better and coach more consistently. Through Reverse Mentorship, millennial mentors share bottom-up perspectives with senior leaders, helping them understand what younger talent needs and how the workplace must evolve. In parallel, the bank has democratised coaching through a network of 200 Ignite-certified internal coaches, making career and leader coaching conversations accessible at scale.

#2 – Moving from Digital Intent to AI-powered Agility:

Things are moving fast in AI. And things can move fast with AI too.

As a result, AI is reshaping roles in BFSI faster than organisations can redesign them, for example:



In Banking, roles in credit, risk, and fraud are shifting from manual assessment to AI-driven and real-time decision-making.^{3}*



In NBFCs, lending and operations roles are moving from high-touch processes to AI-enabled underwriting and automated workflows.^{4}*



In Insurance firms, claims and underwriting roles are evolving from document-heavy tasks to AI-assisted processing and model oversight.^{5}*

Organizations need to move beyond experimentation and pilots, rather build momentum by executing at scale, applying ethical judgment, and enabling the frontline workforce.

While this is challenging, our research shows that despite execution constraints, leaders are actively progressing towards building AI powered organisations.

Today, the real mandate for leaders is to align job design, skills, and culture with AI augmented work, that too across levels and at scale.

^{3*} The Economic Times, 2025, ^{4*} Outlook Business, 2026, ^{5*} ETBFSI, 2026

What are the Best Workplaces in BFSI doing to become AI-powered?



Bread Financial Global Solutions is scaling AI through a simple practice: an associate-led portal (“BreadBox”) that crowdsources, triages, and implements GenAI and automation use-cases as part of day-to-day operational excellence. Employees submit ideas in the flow of work, champions help prioritise what is feasible, and selected ideas move into delivery, turning AI from scattered pilots into a steady execution pipeline. To keep adoption safe and consistent, the organisation also enforces an AI acceptable use policy for all associates using AI tools.

#2 – Moving from Digital Intent to AI-powered Agility:

What is our data telling us about AI-integration in the BFSI sector?

We see that execution constraints remain with following cited as the top challenges in scaling AI adoption:

1. Limited internal AI skills
2. High implementation and technology costs

Despite this, we see a positive move as **AI adoption is moving from intent to action, with 1 in 3 BFSI CHROs indicating high likelihood of implementing AI solutions to augment daily workflows over the next three years.** This move, coupled with employee sentiment, presents a clear acceleration opportunity:

83%



of employees across BFSI expressing positive sentiment towards AI at work.

87%



of employees identifying automation of manual tasks and increased speed and efficiency as the primary benefits of AI at work.

However, for this movement to succeed, support expectations are explicit: **67% of employees prioritise training, experimentation opportunities, and clear guidelines for responsible AI use** when introduced to AI's benefits and risks.

This therefore necessitates the need for reskilling, not replacement, as the preferred transition strategy. **Our research shows that 53% of CHROs prioritise internal mobility and reskilling to address emerging skill gaps while retaining critical talent.** We will uncover more details on learning as we dive into the third workforce imperative.

What are the Best Workplaces in BFSI doing to become AI-powered?



Motilal Oswal Financial Services builds AI-powered agility by pairing workforce enablement with real business deployment. It runs AI upskilling to build GenAI and prompt engineering capability, and scales adoption through an enterprise-wide "Promptathon". Here, teams across functions use GenAI to solve real day-to-day problems and improve how work gets done. In parallel, it is embedding AI into core growth systems through leadership projects, such as using an AI layer with a Customer Data Platform (CDP) to create a single customer view and improve client targeting and lead generation. Together, these practices move AI from learning to repeatable execution.

#3 - Harnessing Learning Velocity as a Competitive Advantage:

In BFSI, competitive advantage is no longer defined by access to talent alone. It is increasingly determined by how quickly organisations can help their people learn, unlearn, and reapply skills as roles evolve. In a sector with rapid changes happening simultaneously, learning velocity has become a critical indicator of organisational resilience.

The challenge is not awareness. Most BFSI organisations recognise that reskilling is inevitable, with more than half the workforce expected to require new skills in the coming years.

The real gap lies in execution - specifically, in the ability to deliver learning at the speed of role change, not after capability gaps begin to impact people or performance.

What are the Best Workplaces in BFSI doing to increase learning velocity?

Crisil
a company of S&P Global

At **Crisil Limited**, learning velocity is accelerated through Project Pinnacle, a future-skills engine built around what the business will need next. Crisil runs a structured, business-wise scan of external trends, critical roles and capability gaps to prioritise necessary skills. What makes the approach distinctive is the focus on proving learning translates into performance: teams track progress through pre- and post-learning assessments and deployment checks to validate on-the-job application.



#3 - Harnessing Learning Velocity as a Competitive Advantage:

Where does capability lag arise and how do we address it?

Today, learning in BFSI remains largely reactive. Our data shows, nearly 70% of employees engage in learning only when it is directly tied to current role requirements or visible career progression, while just 7% learn proactively to prepare for future demands.

This skew creates a persistent capability lag. Organisations are always catching up, rarely getting ahead. The result is a workforce that may be busy learning but not necessarily building the capabilities the business will need in the coming future.

There is a quiet but important shift in how some leaders define learning success. As capability gaps outpace traditional learning models, BFSI leaders are moving away from activity metrics toward measuring learning through real workplace outcomes.

Insights from the Voice of CHRO Survey reinforces this shift. When asked how they assess the effectiveness of L&D initiatives, CHROs consistently point to metrics that sit outside the learning function.



71% of CHROs believe that manager and peer feedback is the most impactful measure.



64% of CHROs track retention and engagement metrics to map learning velocity.



57% of CHROs evaluate learning effectiveness through role readiness and internal mobility trends.

This shift marks an important inflection point. **Learning is moving away from being an HR activity and toward becoming a business capability.** As a result, alignment with business goals has emerged as the top priority for future-ready learning strategies, as a precursor towards addressing individual skill gaps, leadership pipelines, or emerging technologies.

What are the Best Workplaces in BFSI doing to increase learning velocity?



SURAKSHA AUR BHAROSA DONO

SBI General Insurance drives learning velocity by taking capability-building closer to the field and closer to performance. Through its Performance Development Program, employees who need extra support get targeted inputs through product training, one-on-one field coaching, and ongoing tracking, leading to 64% of participants showing significant knowledge improvement. In parallel, SBIG hardwires learning into operations through regular HR and L&D branch visits linked to a Monthly HR Scorecard, so skill gaps are identified early and closed faster.

*With the three
workforce imperatives
covered, take a
deeper look at how
workplace experience
shaping up in BFSI*



Despite operating under shared regulatory and market conditions, the employee experience across BFSI is being shaped by a set of common but evolving people trends.

At-a-glance: the people shift shaping BFSI



Rising diversity

Reflecting demographic shifts and sustained inclusion efforts that are gradually broadening workforce representation across roles and levels.



Stronger perceptions of fairness

Driven by transparent performance and incentive structures that make reward outcomes feel clearly linked to contribution.



Wellbeing is rising - execution is uneven

Wellbeing is gaining prominence as a leadership priority, but inconsistent leadership behaviours mean lived experience still lags intent.

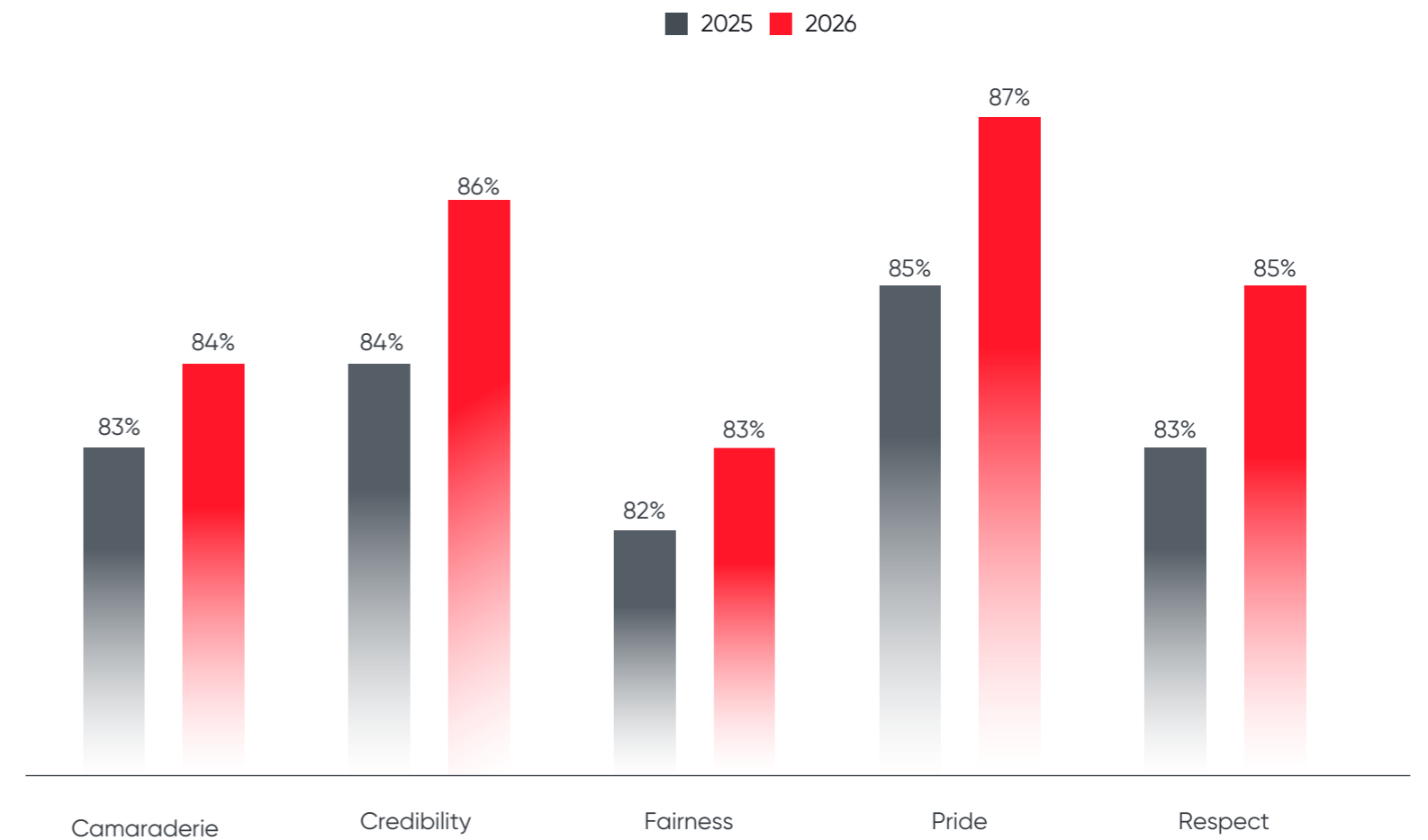


Lower camaraderie under pressure

Persistent pressure and short-term targets reduce collaboration and team bonding, once again underscoring the critical role of everyday leadership behaviours.

These patterns reveal where the sector has built relative strength and where structural strains are beginning to show, offering a baseline view of how culture is currently experienced across BFSI. Our study shows that the **BFSI sector ranks second highest** on the trust score after Retail.

Across Great Place To Work's five dimensions of employee experience, BFSI shows a broad-based year-on-year uplift rather than improvement in only one or two pockets. This is an **encouraging signal as it suggests the sector's progress is becoming more balanced across** and not just driven by a single lever.



Moving from the overall sector story to what “best-in-class” looks like:

The sector-level trends above show where BFSI is strengthening overall, and where pressure is still showing up in the employee experience. Some organisations are creating more headroom than others, even under the same external conditions. The themes below capture where Best Workplaces are pulling furthest ahead of others in the sector, offering a clear sense of where to focus and close the gap.

■ Best Workplaces ■ Other Workplaces



In other workplaces, this gap shows up as misalignment on a basic but critical lever: **placing the right person in the right job**. When role fit is inconsistent, pressure is put downstream.



In growth and development, the **gap is less about adaptability and more about role-ready training**, with other workplaces trailing Best Workplaces by 5%.



The caring environment gap is showing up in the basics of day-to-day experience. Other workplaces trail by about **4% on fair work allocation, work-life balance, and humane treatment** from management.

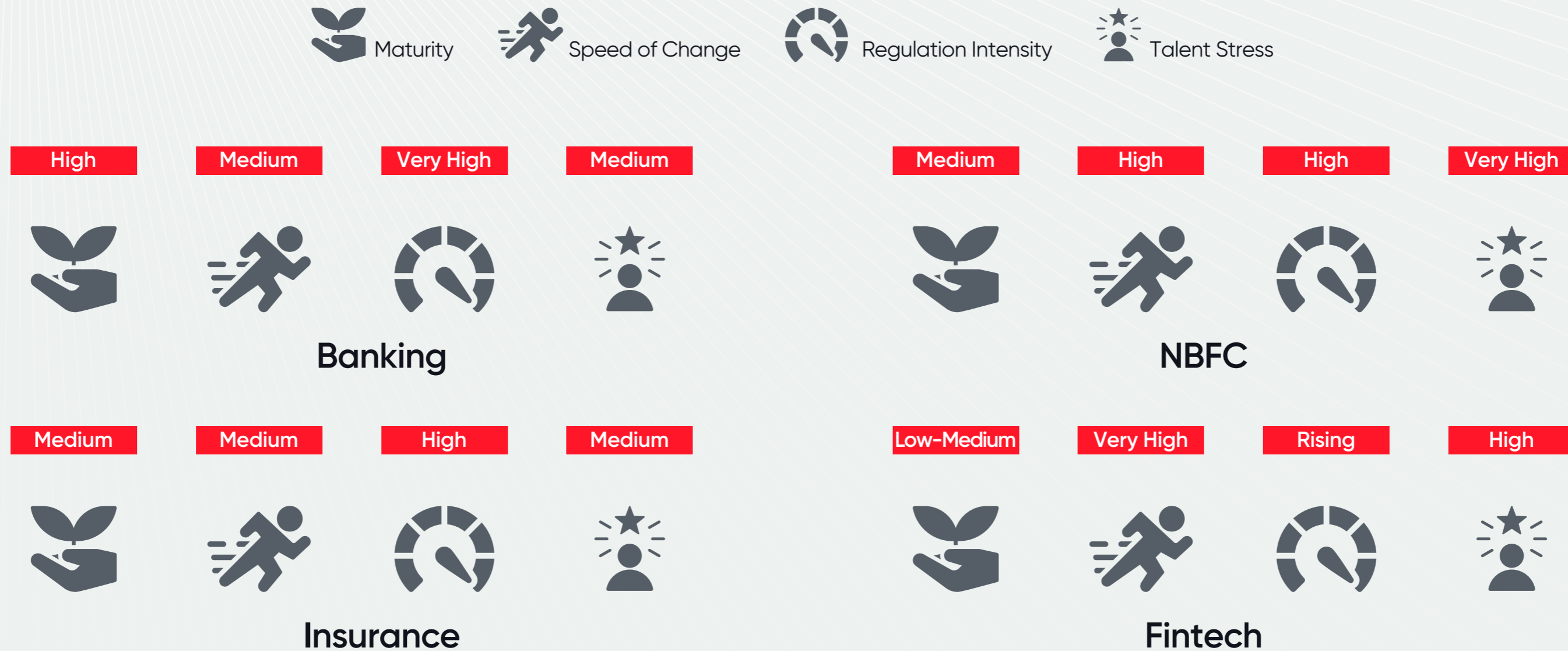


Management communication is another place where other workplaces are losing ground. They trail by about **4% on clear top-down communication and involving employees in decisions**, which widens the gap between directive and the connective actions of leaders.

While discretionary effort is influenced by multiple factors, when role fit, role-ready training, day-to-day care, and two-way communication are weak, employees are less likely to consistently go beyond what is required. **As a result, it would not be incorrect to suggest that the 5% difference in discretionary effort between Best and Other workplaces is linked to gaps across the themes above.**

One sector but different talent realities: Diving deeper into 4 sub-sectors

While BFSI is discussed as a single, monolithic sector, the lived people experience across it is anything but uniform. Sub-sectors operate at very different levels of maturity, face distinct customer and regulatory dynamics, and attract diverse talent segments.



Banking

The banking industry sits at the epitome of scale, scrutiny, and speed by taking in deposits, extending credit, and moving money safely across the economy. In this space, trust, accuracy, and compliance are non-negotiable.

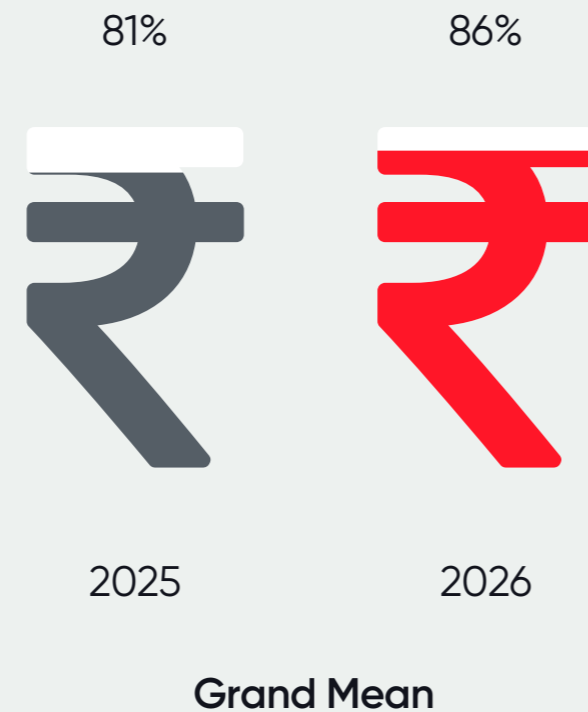
With the pace of change and expectations rising; the solution starts on the frontline: redesign roles around AI-enabled workflows, build practical skills in the flow of work, and remove friction so teams can deliver speed with accuracy. When enablement lags, the same pressure that drives performance also drives rework, customer friction, and in some cases possible ethical slippage. We see that frontline enablement only sticks when the system supports it.

The real mandate for CHROs is a workforce transition engine that ties to AI-enabled role redesign, and leaders who shift from control to empowerment and capability building across branches and functions.

Encouragingly, this mandate is already reflecting in the data!

Great Place To Work research indicates that the banking sub-sector has recorded a **5% improvement in overall employee workplace experience**.

Compared to last year, this uplift is being driven by people signals that closely mirror the mandate above, especially around management credibility, fairness, and a more empowering day-to-day experience.



What improved YoY (2025 vs 2026)	Percentage Change	Why it matters to the CHRO mandate
Clarity and straight answers from management	+9%	Makes change easier to land by reducing confusion and friction as roles and workflows shift.
Merit – Based Promotions	+9%	Protects ethics under pressure by reinforcing fairness and curbing short-termism.
Confidence that management delivers on promises	+8%	Builds credibility for change; when leaders follow through, new ways of working stick.
Leaders seek and respond to employee ideas	+8%	Shows empowerment in action, with managers coaching and solving problems closer to the frontline.

What are Best Workplaces in Banking doing differently?

Great Place To Work® research suggests that Best Workplaces in Banking pull ahead because they translate this mandate into day-to-day employee experience, not just strategy. In a fast-shifting environment, they stay ahead by outperforming on a few core people practices:

What Best Workplaces in Banking doing better than Others?



Taken together, the **Best Workplaces are offering training and development, providing special and unique benefits, practicing inclusive decision making, ensuring fair distribution of responsibilities and building great people managers who avoid favoritism.** These are the essential principles that facilitate change while minimizing disruption for frontline staff by ensuring skill development, offering benefits, distributing responsibilities equitably, and eliminating bias.

Best Practice:



Airtel Payments Bank builds frontline and core banking capability by redesigning skills alongside its digital operating model. As roles evolve with AI-enabled workflows, the bank has invested in cloud and GenAI skilling that is tightly linked to real business execution. Teams trained on AWS and AI apply these capabilities directly to core platform migrations, fraud prevention, and identity verification, enabling faster decision-making without weakening controls. By combining certification-led learning with hands-on deployment, Airtel Payments Bank ensures its workforce remains role-ready, resilient, and able to execute change at scale.

Non-Banking Financial Companies

NBFCs deliver credit where speed and reach matter most, especially across retail and MSME segments, often through branch and field-led models. They win by staying close to customers while underwriting and collections keep pace. Increasingly, many NBFCs are layering digital-first journeys onto physical networks. They also operate with tighter funding constraints, making capital discipline and risk control central to growth. This operating model makes the people challenge a pressure-and-churn problem.

Growth targets, tougher risk scrutiny, and AI-enabled lending workflows are raising the bar on both productivity and judgement, while frontline roles continue to run in demanding field conditions. In this environment, pressure concentrates fast.

This pressure is already visible in workplace sentiments. **Great Place To Work® data shows discretionary effort has declined by 3% year-on-year**, an early sign that this strain is starting to reduce the “extra mile” energy that frontline performance often relies on.

The NBFC mandate: stabilise the frontline, build role-ready skills fast, and strengthen people-managers so growth does not translate into churn and burnout.

Good news is that our research of NBFC workplaces shows that employees **already recognise a few building blocks of this mandate**.

That said, our research also highlights a few watch-outs. A **few day-to-day experience signals have declined since 2025**, and they map directly to what makes it harder to stabilise the frontline and build manager capacity.

90%

have the tools and resources to deliver in field and branch roles.

86%

can take time off when needed, supporting recovery and reducing burnout risk.

86%

see access to training and development, enabling faster role readiness.

78% (↓1%)

say people avoid politics and backstabbing.

Risk: Slippage adds frontline friction.

82% (↓3%)

feel they get real responsibility.

Risk: Without support, churn rises.

85% (↓1%)

see manager-to-leader development.

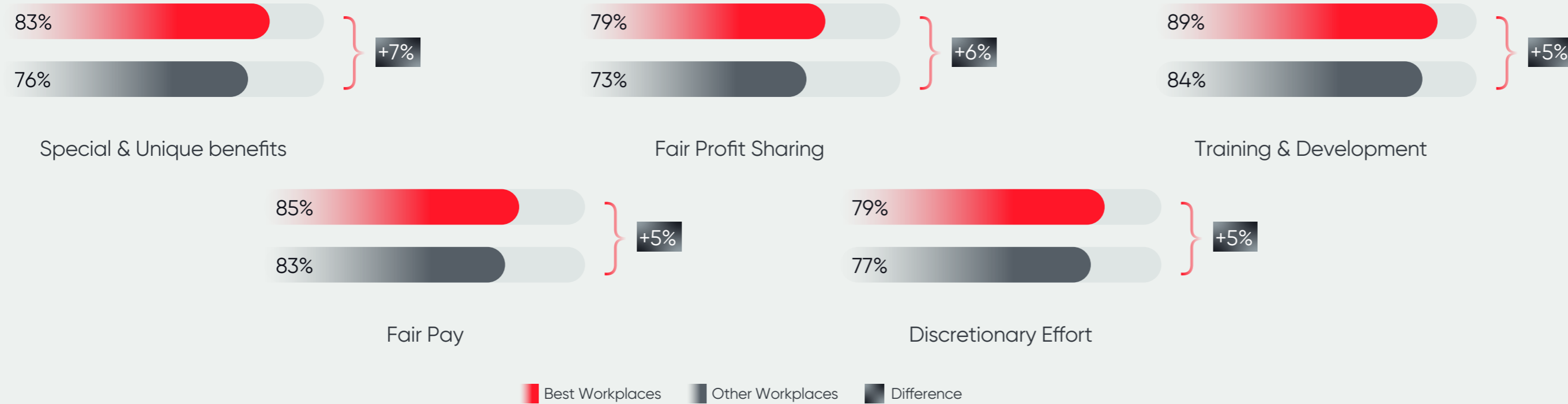
Risk: A dip weakens people-managers.

Note: Trends mentioned are in comparison of change from past year.

What are Best Workplaces in NBFC doing differently?

As per our research, Best Workplaces in NBFC consistently embed a few core people practices, and that is what makes them the best. The table below summarises the gap between Best Workplaces and the other workplaces of the NBFC sub-sector.

What Best Workplaces in NBFC doing better than Others?



For NBFC workplaces, the advice is clear: close gaps by offering distinctive benefits, improve fairness through gain sharing and equitable pay, to help teams feel supported and rewarded for overcoming challenges.

Best Practice:



Muthoot FinCorp strengthens NBFC frontline stability by building branch managers into daily execution leaders who coach, prioritise and drive disciplined outcomes at the last mile. Its People First Branch Manager Development Program runs with 96% participation and uses clear 90-day post-training metrics to ensure manager capability translates into productivity, stronger teams and consistent customer trust.

Health, General, and Life Insurance

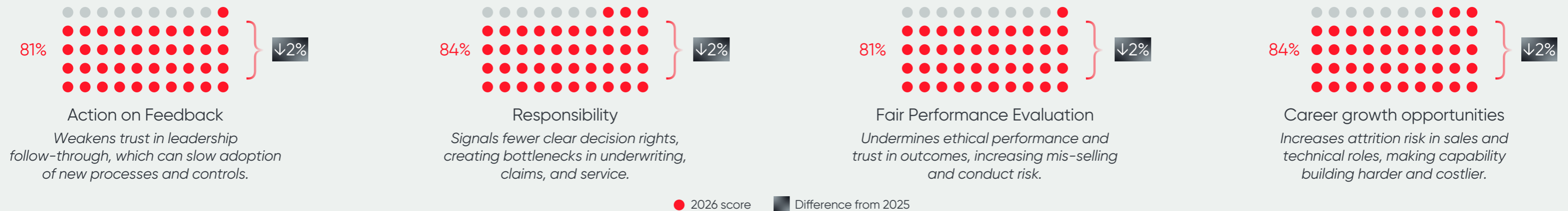
Insurance companies provide financial protection by pooling premiums and paying claims across life, health, motor, property, and commercial risks. Life and non-life insurance operate with very different cultures. Life insurance is **relationship-focused** and **distribution-heavy**, with longer sales cycles and products that are typically easier to sell. In contrast, non-life insurance is more **transaction-driven** and **time-sensitive**, demanding stronger analytical capability across underwriting and claims. These differences in roles and pace make building a consistent culture in non-life organisations more challenging.

These differences create a sector-wide tension. On the one hand, trust and governance are non-negotiable, especially given mis-selling risk, which can push organisations toward heavier controls and slower decisions. On the other hand, insurers must move faster and build deeper capability in distribution, underwriting, and claims.

The Insurance mandate: strengthen ethical selling, speed up critical functions without shortcuts, and build manager-led capability, with governance that is clear, consistent, and practical on the ground.

We see a positive signal for the mandate, especially on "build capability fast". Great Place To Work research shows perceptions of **training and development in insurance have improved by 2%**, suggesting capability-building is starting to keep pace with the sector's reset agenda. However, our year-on-year data also flags a few early warning signals. Each of the focus areas below has declined by 2 points since 2025, and if left unaddressed, they can quietly weaken execution discipline, manager credibility, and long-term retention.

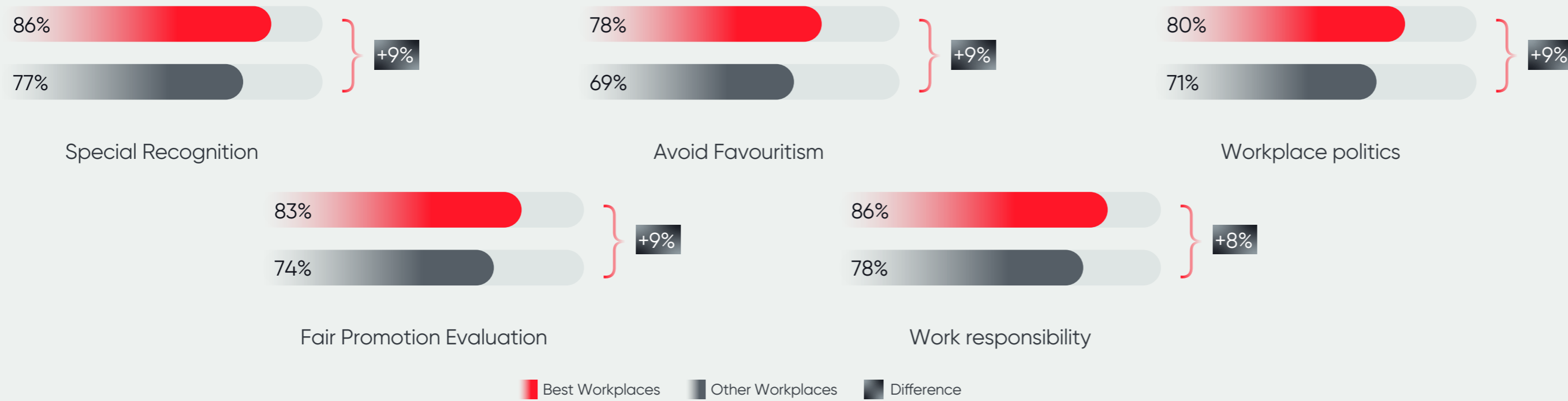
What are the focus areas?



What are Best Workplaces in Insurance doing differently?

Increasingly, we observe that Best Workplaces in Insurance can protect trust and sustain execution even as they modernise processes, and the gaps versus the rest of the sector show up in a few experience levers as mentioned below:

What are Best Workplaces in Insurance doing better than Others?



For the remainder of the sector, the identified gaps align with the established mandate: to create opportunities for special recognition for all individuals, cultivate effective management, uphold fairness in promotion processes, and ensure equal responsibility across all members.

Overall, insurance is navigating a dual reality: life businesses lean on relationship-led distribution, while non-life depends on technical speed across underwriting and claims. The mandate is to raise execution speed without losing trust, and our data shows capability-building improving, but early slippage in follow-through, fairness, and growth signals. For insurers looking to sustain the reset, the quickest wins lie in manager-led capability, meritocratic systems, and recognition that rewards the right outcomes and behaviours.

Best Practice:



ICICI Lombard General Insurance strengthens execution speed without shortcuts by hardwiring cross-functional alignment through its One IL 1 Team operating model, so decisions and ownership move closer to the ground while staying governed. The model is scaled through 380+ Synergy sessions and Amplify forums across 37 priority locations, and is reinforced with clear manager routines such as mid-year KPI check-ins with 99% completion and structured appeal mechanisms that protect fairness and reduce conduct risk.

Fintech

Fintech firms use technology to deliver financial services such as payments, lending, and wealth in faster, more scalable ways than traditional models. They typically operate with rapid product cycles, lean teams, and fewer legacy constraints, while navigating increasing regulatory and trust expectations as they grow.

As Workplaces in Fintech scale, the challenge shifts from building products to building people systems that can keep up. Leadership depth often lags technical talent, learning stays informal, and founder-centric decisions can become bottlenecks. **Under sustained sprint cycles, our data shows that 25% of employees report high to medium burnout** thereby making it harder to sustain performance and retain critical talent. At the same time, pressure to move fast without breaking trust raises the bar on governance, role clarity, and sustainable performance norms.

The fintech mandate: scale the business without scaling chaos, by building leaders, hardwiring governance, and protecting sustainable pace.

Great Place To Work® research suggests that overall employee experience in fintech has remained broadly stable since 2025. At the same time, mandate-linked signals, especially leadership development and learning opportunities, have strengthened year-on-year, moving from the high-70s into the mid-80s as shown in the table below:

What improved YoY (2025 vs 2026)



What are Best Workplaces in Fintech doing differently?

Our research suggests that Best Workplaces in Fintech pull ahead by putting early structure around what scaling companies often leave informal, namely leadership capability, fairness, and sustainable pace. The gaps below show where they outperform the Others most clearly.

What are Best Workplaces in Fintech doing better than Others?



In other fintech workplaces, this gap signals a warning about the mandate. To grow without creating confusion, management must stay committed in ways employees can rely on, ensure managers act consistently to avoid favoritism and unfair rewards, and launch clear initiatives that help everyone build new skills. In practice, that means ensuring fair gain sharing, having differentiated benefits, fairness in how you pay and promote, and lastly upskilling via training and development.

Best Practice:



Bread Financial Global Solutions supports fintech scale without chaos by making operational excellence and AI adoption a governed, employee-led system through its BreadBox idea portal. Associates submit automation and GenAI improvement ideas in the flow of work, champions and advocates triage and route the best ideas into delivery, and an AI acceptable use policy ensures adoption stays consistent and controlled as velocity increases.

Conclusion



This report makes one message unmistakably clear: the future success of BFSI will be decided not by the strength of its transformation intent, but by the resilience of its people systems.

The strongest opportunity ahead lies in redesigning work alongside technology, accelerating learning to keep pace with change, and strengthening leadership behaviours that enable care, adaptability, and trust. Organizations that invest deliberately in these foundations will not only ease execution pressure but unlock sustainable performance, innovation, and retention.

The next phase of BFSI growth belongs to leaders who move beyond managing change to building workplaces where people can adapt and thrive at scale and for the long term.

As BFSI moves into its next phase of growth, are BFSI organizations truly equipped to sustain performance through their people or are they running on hidden strain?

Leader Reflection Checklist



1.

Where is work being sustained by heroics (eg: overtime, firefighting, repeated escalations) and what are the leading strain signals (eg: burnout, intent-to-leave, declining discretionary effort)?

2.

Are our leaders and managers consistently practicing the connective behaviours (listening, thanking, developing, caring) that build trust, especially when under pressure?

3.

Have we redesigned roles, decision rights, and success metrics for AI-augmented work? Or are legacy processes pushing complexity and risk down to the frontline?

4.

Is capability building proactive (eg: 12–24-month skill view, internal mobility) and measured by business readiness, not just training completion?

5.

If we removed “heroics” tomorrow, what would break first and what are the top 2 system fixes we will commit to now (eg: staffing, simplification, manager capacity, learning, role clarity) to make performance sustainable?

Within the next 30 days, convene your leadership team to review the checklist, identify the top three sources of hidden strain in your people system, and launch a time-bound plan with clear owners and measures to address them.

If you would like additional information or require support, please feel free to contact us. A Great Place To Work BFSI Culture Advisor will reach out to assist you. In the meantime, we wish you ongoing success in your growth journey and look forward to a successful year for the industry.

India's Best Workplaces in BFSI 2026

TOP 25
(List is in Alphabetical Order)

Allianz Partners India

ANNAPURNA FINANCE PRIVATE LIMITED

AU Small Finance Bank Limited

Axis Max Life Insurance Limited

Aye Finance Limited

Bajaj Finance Limited

Broadridge Financial Solutions India Private
Limited

Canara HSBC Life Insurance Company Limited

CreditAccess Grameen Limited

DCB Bank Limited

Edelweiss Life Insurance

Generali Central Insurance Company Limited

HDFC Life Insurance Company Limited

IIFL Finance Limited

IndiaFirst Life Insurance Company Limited

MetLife PNB and MetLife Global Capability Center
(MGCC)

Motilal Oswal Financial Services Limited

Niva Bupa Health Insurance Company Limited

Piramal Finance Limited - Retail

Pramerica Life Insurance Limited

Synchrony International Services Private Limited

Tata AIA Life Insurance Company Limited

TVS Credit Services Limited

Ujjivan Small Finance Bank Limited

YES Bank Limited

India's Best Workplaces in BFSI 2026

TOP 26-50
(List is in Alphabetical Order)

Aadhar Housing Finance Ltd.

Axis Finance Limited

Belstar Microfinance Limited

Bharat Financial Inclusion Limited

Bharti AXA Life Insurance

Generali Central Life Insurance

Hero FinCorp Limited

ICICI Lombard General Insurance Company Limited

InsuranceDekho (Girnar Insurance Brokers Private Limited & Girnar Finserv Private Limited)

Kotak Mahindra Bank

ManipalCigna Health Insurance Company Limited

Marsh McLennan (India) Private Limited

Muthoot Finance Limited

Muthoot Fincorp Limited

Muthoot Microfin Limited

Probus Insurance Broker Private Limited

Raise Fintech Ventures Private Limited

Satin Creditcare Network Limited

Shriram Finance Limited

SMC Global Securities Limited

Tide Platform Technology And Servicing Private Limited

Truhome Finance Limited

Ummeed Housing Finance Private Limited

Unimoni Financial Services Limited

Varthana Finance Private Limited

India's Best Workplaces in BFSI 2026

TOP 51-75
(List is in Alphabetical Order)

360 ONE, India

Airtel Payments Bank

Assurant Warranty Solutions (India) Private Limited

Avanse Financial Services Limited

Axis Asset Management Company Limited

Axis Securities Limited

Bread Financial Global Solutions India LLP

Capri Global Capital Limited

Crisil Limited

IIFL Capital Services Limited

India Shelter Finance Corporation Limited

Midland Microfin Limited

Muthoot Housing Finance Company Limited

One97 Communications Ltd (the parent company of Paytm)

OneAssist Consumer Solutions Private Limited

OSB India Private Limited

PNB Housing Finance Limited

Prudent Insurance Brokers Private Limited

SBI General Insurance Company Limited

SMFG India Credit Co. Limited

Standard Chartered Bank, India

Tata Capital Limited

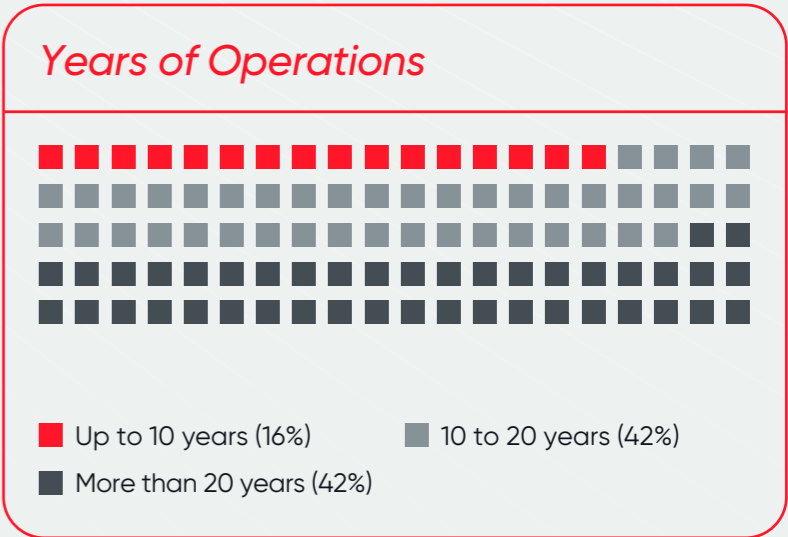
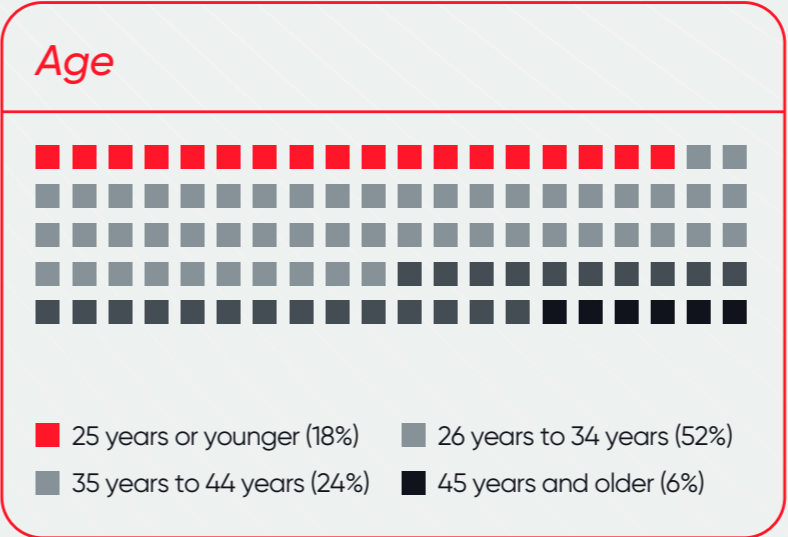
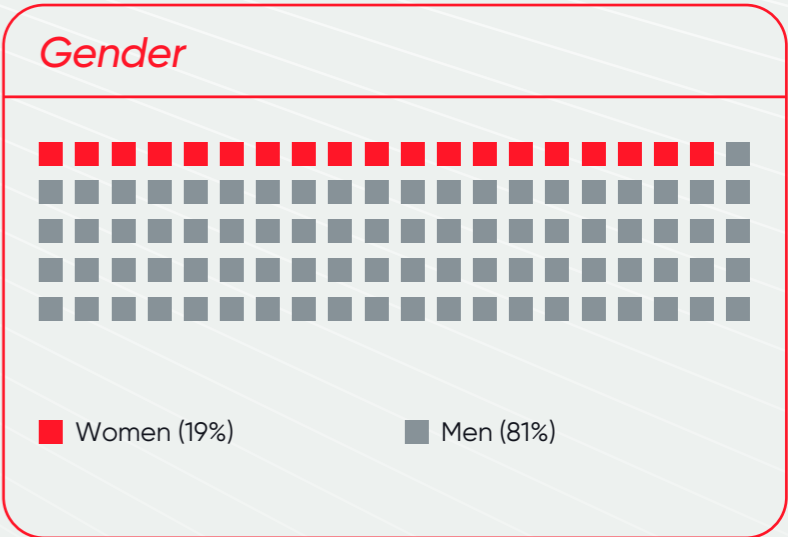
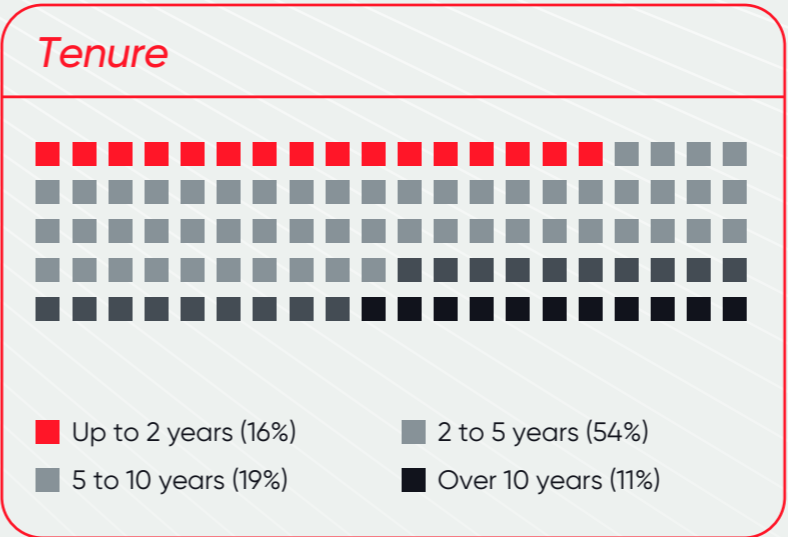
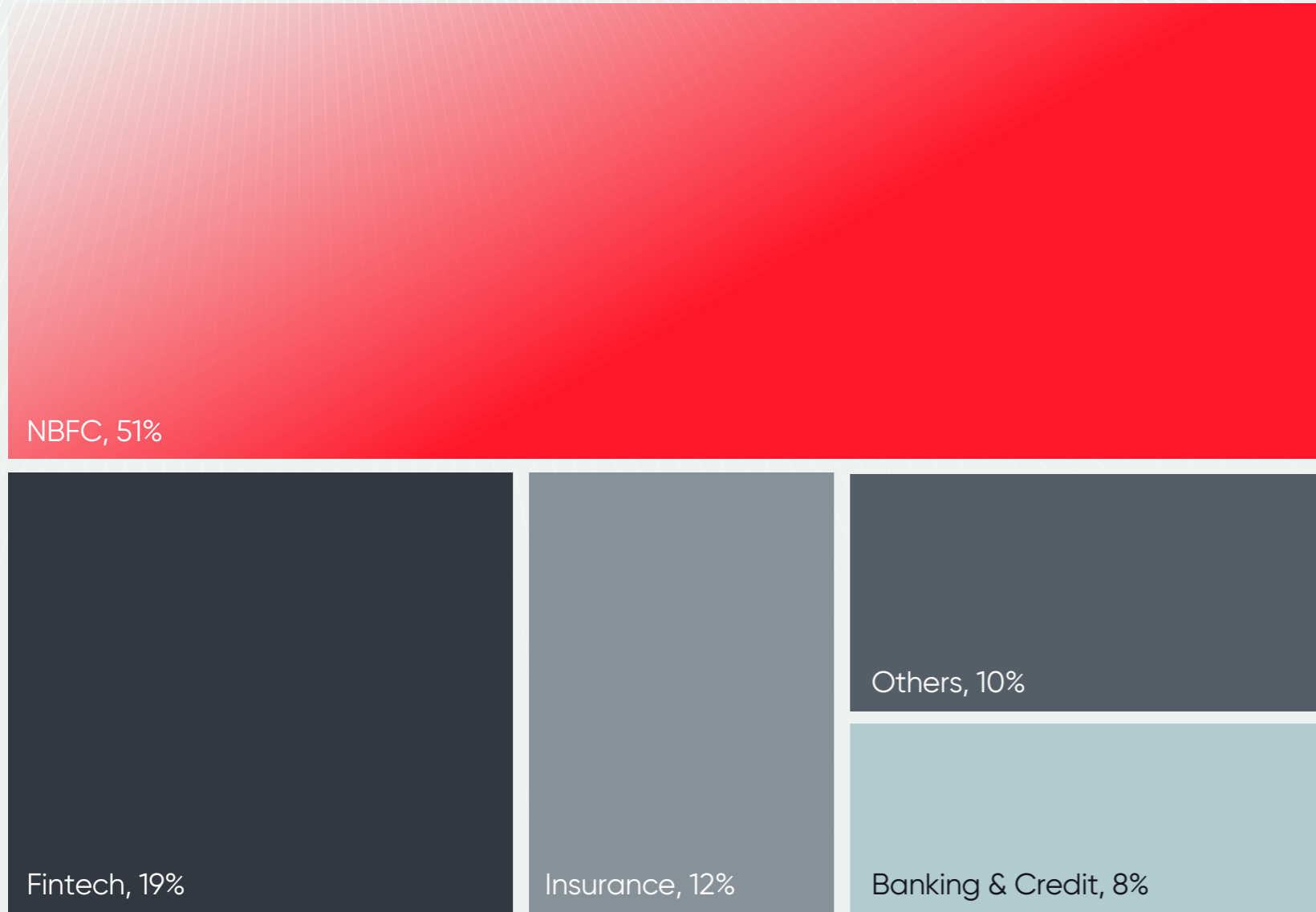
Universal Sompo General Insurance Company Limited

Veritas Finance Limited

Voya Global Services Private Limited

Participant Profile

10L+ Employee voices represented



Great Place To Work *For All Methodology*

Backed by 30 years of data, Great Place To Work® is the global authority on workplace culture. Great Place To Work’s methodology, derived from years of studying the best workplaces across the globe, is recognized as rigorous and objective and is considered the gold standard for defining great workplaces across business, academia, and government organizations. The proprietary methodology and platform enable leaders to truly capture, analyze and understand the experience of every employee, and compare outcomes with data collected from more than 100 million employees in 150 countries worldwide.

Great Place To Work For All™ methodology is based on fast-changing competitive landscapes, need for speed & agility indicate and that healthy business is about improving results by creating workplace cultures where leaders empower all individuals to reach their full potential and where every employee feels a sense of belonging regardless of their demography.

Great Place To Work invites applications from BFSI sector to be assessed and evaluated for being considered among India’s Best Workplaces™ in BFSI. This assessment aims at studying the ways in which organizations completely channelize their people power and create inclusive workplaces through effective leadership, meaningful values, and a culture where all employees experience high levels of trust, such that each employee is able to bring their best self to work.

As part of this assessment, all organisations are studied through two lenses. The first lens measures the quality of employee experience through our globally validated survey instrument known as the Trust Index™ Survey and carries 75% weightage. The survey helps in seeking anonymous feedback from employees and aims to measure the core of what creates great workplaces – key behaviours that drive trust in management, connection with colleagues, and loyalty to the company. The For All model not only looks at the aggregate employee experience of an organisation but also measures the differences in survey responses across demographic groups and roles within each organisation to assess both the quality and consistency of the employee experience.

The second lens is called Culture Audit™; it is a proprietary tool of Great Place To Work that evaluates the strength of the leadership as supported by meaningful values & philosophy and the quality of the practices & programs that shape employee experience, build consistent levels of trust and enable each individual to fulfil their potential to better organisational performance. This carries 25% weightage. This tool comprises six questions that provide greater insight into how and why the organization is great for all people.



The graphic features a background of diagonal lines. On the left is a logo for 'Best Workplaces in BFSI' and 'Great Place To Work India 2026'. The central text reads 'Criteria for selecting the Best Workplaces in BFSI'. To the right, two criteria are listed: 'TRUST INDEX – 75% weightage' (An employee survey seeking anonymous feedback) and 'CULTURE AUDIT – 25% weightage' (A study of the people practices of an organization). Each criterion is accompanied by a circular icon: a shield with hands for Trust Index and a clipboard with a checkmark for Culture Audit.

Great Place To Work undertakes a robust validation process on the data gathered through the assessment process. The cumulative score of the Trust Index and Culture Audit determines an organization’s inclusion in India’s Best Workplaces in BFSI 2026. No individual or jury has a say in who makes it to the list—only employee feedback and quality of Culture Audit determine if an organisation is a great workplace. This year, we are recognising the Top 75 organisations in BFSI. The list is published as Top 25 followed by Top 26 to 50 and Top 51-75, all in alphabetical order.










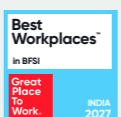
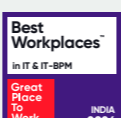
Great Place To Work *Annual Calendar*

As a Great Place To Work Certified™ organization, you have the opportunity to feature among the most credible Best Workplaces Lists in India and globally. Organizations are recognized across more than 20+ industries, types, sizes and themes that matter to employees.

REGISTRATIONS OPEN! BOOK YOUR SURVEY SLOT NOW!

Visit www.greatplacetowork.in/contact-us/ or write to in_getcertified@greatplacetowork.com

Note: Since the lists are announced throughout the year, there are process deadlines for each. Please reach out to us to know more.

	India's Best Companies to Work For 2026	JUNE 2026		India's Best Workplaces™ in Pharmaceuticals to Work For 2026	DECEMBER 2026
	India's Great Mid-size Workplaces™ 2026	JUNE 2026		India's Best Workplaces™ in Manufacturing 2027	JANUARY 2027
	India's Best Employers Among Nation-Builders 2026	JUNE 2026		India's Best Workplaces™ in Retail 2027	FEBRUARY 2027
	India's Best Workplaces™ for Women 2026	SEPTEMBER 2026		India's Best Workplaces™ in Health & Wellness 2027	MARCH 2027
	India's Best NGOs to Work For 2026	OCTOBER 2026		India's Best Workplaces™ in BFSI 2027	APRIL 2027
	India's Best Workplaces™ in IT & IT-BPM 2026	NOVEMBER 2026			

About us

Great Place To Work® is the global authority on workplace culture. Our mission is to help every place become a great place to work for all. We give leaders and organizations the recognition and tools to create a consistently and overwhelmingly positive employee experience, fostering cultures that are proven to drive business, improve lives, and better society.

Authored by



Asmita Dube
Director - Strategic
Accounts BFSI



Contributors

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Palak Jajoo
Shivam Thakur

Get Certified

Great Place To Work Certification™ is the most powerful way to elevate your employer brand, attract, retain, and engage the right people, and get the tools to unlock their potential.



For Certification or business enquiry

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