

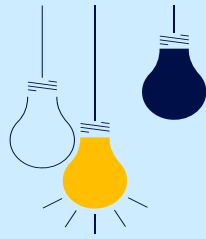
MARSH

The **People** Dividend | Employee Health & Benefits | **FinTech**

Beyond Equity: Building *Benefits* that
Scale with your *Fintech*



The Fastest-Growing Workforce in BFSI



Workforce Characteristics

Young, Urban, Concentrated

- India's fintech sector employs approximately 250,000–300,000 direct employees
- Median age is 27–29, the youngest workforce in BFSI by significant margin

Tech-First Identity

- 55–65% of fintech employees come from engineering and data backgrounds, they identify as technologists first, financial services professionals second.

The ESOP Generation

- Fintech employees are more likely to have ESOPs as a meaningful part of CTC than any other BFSI segment. The psychological and financial wellness implications of volatile ESOP valuations, particularly post-2022 funding winter are significant

Women in Tech Roles

- Many Fintechs report 30–40% women in tech teams, significantly above industry average. Retaining them beyond age 30 requires benefits that specifically address life-stage needs

Trends in the Sector

Psychological Toll

The 2022–2024 global fintech funding correction led to mass layoffs. Psychological safety benefits like counselling, transparent communication programs are the most relevant benefits investment for this cohort.

Burnout as a Business Model Risk

Fintech's "move fast" culture generates extraordinary burnout rates. A 2023 Deloitte survey found 77% of fintech employees had experienced burnout, with 57% citing it as a significant factor in job change decisions.

Gen Z Is the Core Employee, Not an Emerging One

In fintech, Gen Z is not the future workforce it is the current workforce. Benefits strategy must be built for this generation, not adapted for it. They want: mental health days as policy (not goodwill), benefits transparency before joining, caregiver support (they are thinking ahead).

Tenure

Average tenure in Indian fintechs is approximately 18–22 months lower than any other BFSI segment. The entire benefits architecture needs rethinking for a high-velocity workforce.

AI Native Workforce, Different Stressors

Fintech's AI-native employees are not anxious about AI replacing them, they are anxious about keeping pace, staying relevant. Benefits that address cognitive load, philosophical stress, and continuous learning support are the emerging need.

Business priorities shaping people priorities

Modular, digital-first benefits architecture that scales with headcount; progressive benefit stack for Gen Z retention; mental health as a formal policy.

Benefits as a hiring differentiator

Creating benefits as part of the employer brand

Engineers, product managers, and data scientists evaluate benefit stacks before accepting offers – and share comparisons actively.

Scaling without infrastructure

Governance and claims management from Day 1

FinTechs go from 200 to 2,000 people in 18 months. The benefits program designed becomes structurally inadequate before leadership notices and its breaks at scale.

Remote & hybrid workforce by default

Digital first delivery is the baseline and not an option

40-60% of employees work remotely or hybrid. Benefits designed for office attendance – canteen subsidies, on-site wellness, in-person EAP – are functionally irrelevant.

GenZ & progressive benefits expectations

Offering standard benefits considered progressive for others

Mental health days, menstrual wellness leave, fertility benefits, pet insurance – these are no longer fringe requests in; they are standard expectations.

Structural burnout in sprint culture

EAP utilization at its peak and yet under-funded

Continuous sprint cycles, 24/7 platform operations, and always-on customer expectations create burnout that is baked into the operating model - not an individual failure.

Driving excellence for a leading global payments and technology organisation to transform its benefits

Servicing Excellence & Governance

High-touch claims servicing support through proactive insurer coordination and expedited resolution management
Complex and senior management claims were managed through dedicated intervention and governance oversight

Advisory and Analytics

Extensive benchmarking exercise to assess competitiveness of key benefits and create open policy features.
Delivered customised consulting insights and renewal recommendations

Wellbeing Prowess

Curated and executed multi-location wellness interventions focused on preventive care, accessibility and employee engagement.
Wellness weeks, awareness-led health campaigns and teleconsultation support

Harmonisation

Successfully harmonised benefits administration across multiple entities by aligning policy structures and renewal timelines.
Enabling operational efficiency, simplified administration and improved employee experience

What BFSI leaders are saying

At SMFG India, we're reshaping our benefits to better match employee needs today and scale for tomorrow. "Marsh' consultative approach is helping SMFG India's journey from traditional insurance covers to OPD and eventual Flex". Marsh translated our goals into a phased, scalable roadmap, strengthened governance and brought clear market benchmarking to support decisions. The result is a more engaging employee experience - without losing sight of long-term affordability, disciplined plan design and sustainable program management.

Dinkar Raj
SVP & Head HR Operations
SMFG India Credit
Company Limited

Marsh has played a pivotal role in strengthening Nippon India's Employee Benefits strategy. Their data driven market insights and benchmarking have enabled us to stay competitive and employee centric. With prompt responses, dependable claims support, and a forward-looking service approach, Marsh ensures an experience that is smooth, impactful, and aligned with our organizational

Shadab Sheikh
National Lead HR
Nippon Life India Asset
Management Limited

Marsh has been a trusted and highly responsive partner in advancing Mastercard's benefits and wellbeing agenda in India. The Marsh team has demonstrated good program management and governance, ensuring our benefits operations run with consistency, transparency, and enhanced service quality. We truly value the partnership, and the commitment Marsh brings to our evolving benefits strategy.

James Dsouza
Director, Benefits Delivery
Mastercard

Sincere appreciation for the outstanding services rendered by M/s Marsh India Insurance Brokers Pvt. Ltd. for the placement and handling of Group Term Life Policy for Defense Accounts. We, at Defence Banking Vertical, are extremely pleased with the professional manner in which you and your team have helped in providing timely insurance cover to all the new and existing accounts eligible for coverage and the dedicated hours of service that you have devoted for handling of data and processing of claims.

Chief Manager
Defense Vertical
Leading Indian Public Sector
Bank, Gujarat

As a partner, Marsh India has played a pivotal role in transforming Amex India colleagues' health and benefits journey. Their strategic advisory enabled the successful launch of a comprehensive ex program alongside Darwin technology in 2023 and has enabled a seamless, one-stop solution with integrated TPA engagement. With significantly enhanced coverage options and a strong focus on holistic wellbeing, including initiatives like child day care support, the program reflects a thoughtful and future-ready approach to employee care

American Express

We wish to place on record our strong appreciation of the support provided by the Marsh team to us in HR. The Medical Insurance matters were in complete control and there have been minimal delays on the Claims to our Employees or on escalations to the undersigned. The speed of revert to our queries and guidance sought by us has been phenomenal. We have been able to renew our Medical Insurance (for ~31K Lives) during Dec'25 on the expected lines of our expectations. We wish & hope that the partnership between Five Star & Marsh further goes from strength to strength.

M Sai Suryanarayana
Chief People Officer
Five Star Business Finance

Partner with us

MMB's BFSI organizations Industry Practice constantly evaluates market challenges and trends to unearth fresh perspectives and develop innovative approaches for our clients. We combine our leading insights, extensive data and analytical capabilities with our clients' business goals and objectives to customize strategies, plans and tactics to deliver successful outcomes.

We service the following industry leaders in BFSI space:

India's central banking institution	World's largest asset manager
4 out of top 10 private banks in India	3 out of top 5 mutual fund houses in India
Leading financial services HQ'd in Singapore, Germany, China, USA, Japan, Australia & NZ	
1 out of 3 NBFCs in India	Largest private life and general insurance company in India

The right benefits strategy starts with a conversation. Write to us on bfsi.edge@marsh.com or connect with a Marsh representative.

Plan design & benefits strategy

Insurance placement & intelligence

Health & wellbeing solutions

Global benefits & mobility solutions

Claims intelligence dashboard

OPD insurance programs

Benefits communication & engagement

Benefits advisory & analytics

Cost optimization solutions

Flexible benefits solutions

Benefits technology platform

Disability & life insurance

Vendor & provider management

Measurement, reporting & ROI

Risk | Strategy |
People

110+ BFSI clients
1.7 M+ lives covered
\$200M+ annual premium

**as on Jan 2026*



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