

The Nineteenth Annual Human Resources Survey 2017-18



Survey Results: Compensation, Recruitment, and Retention

Objectives of exercise



Background

- In continuation of a series of surveys undertaken by IMA India with a view to assessing HR-related issues for members of its peer group programmes
- To provide a context for the Annual HR Reviews hosted for the peer groups for the last nineteen years

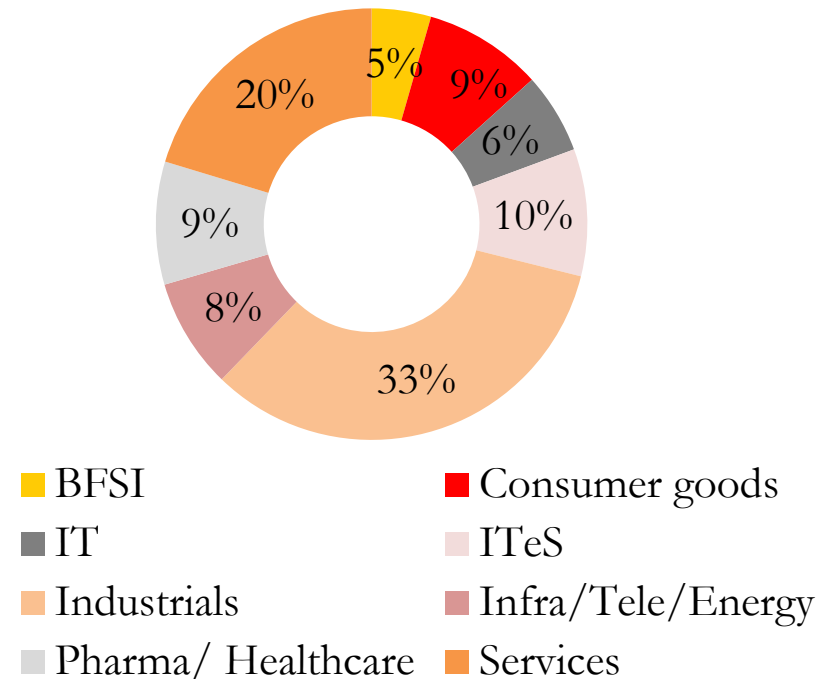
Objective

- To address an issue of increasing relevance directly impacting company strategy, in addition to top and bottom-lines
- Not so much a statistical base of information but more an overview of current trends in compensation, recruitment, attrition and retention
- To generate dialogue between peers and raise issues of interest and concern

Methodology

- Over 300 companies responded to an extensive questionnaire in March 2017-April 2018
- Comparisons are drawn with previous years, and trends for 2017-18 are also indicated

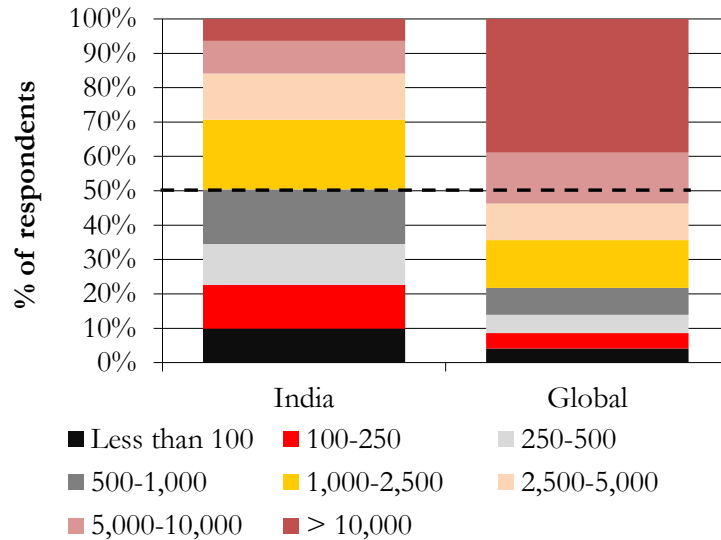
Percentage of respondents by Sector



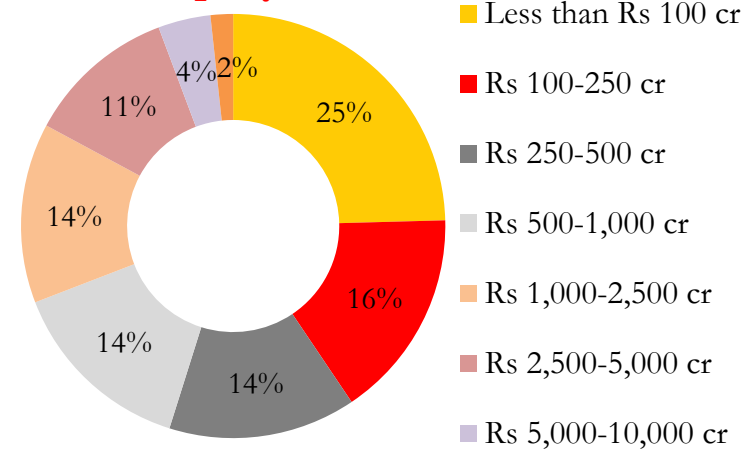
Survey Demographics



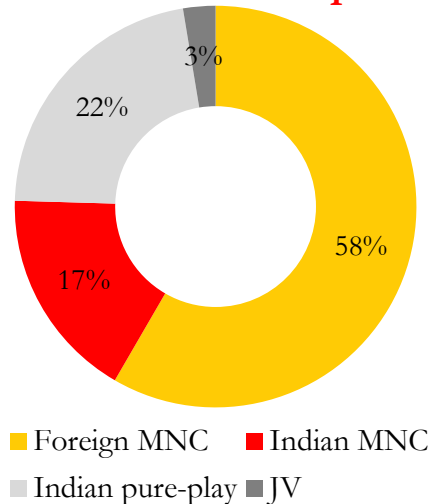
Workforce size



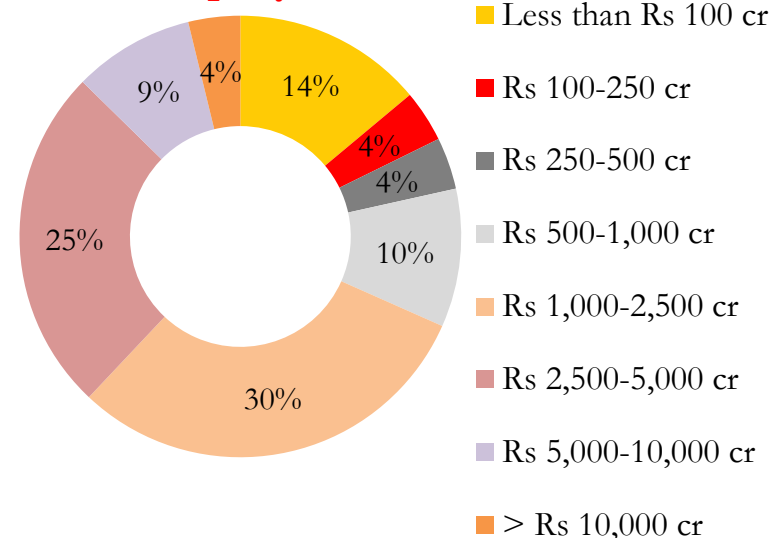
Company turnover: India



Firm ownership



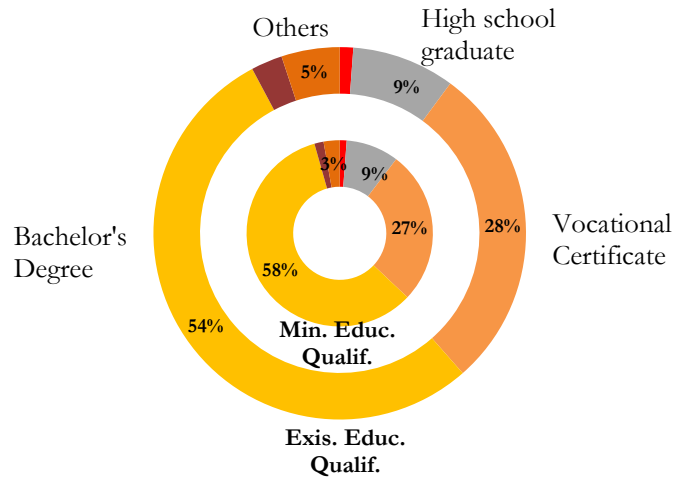
Company turnover: Global



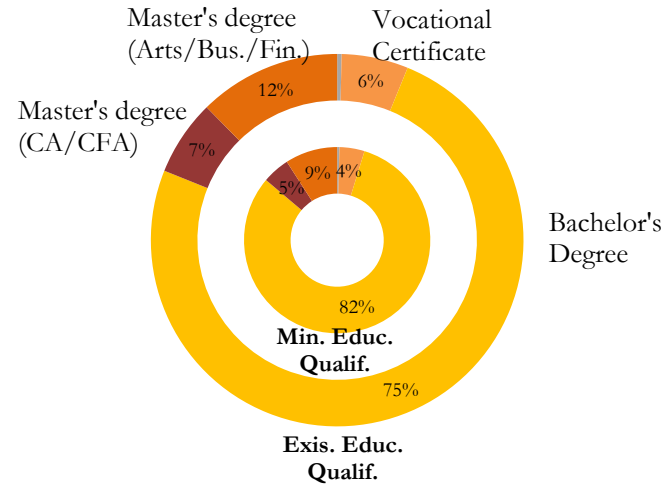
Survey Demographics – Educational qualifications



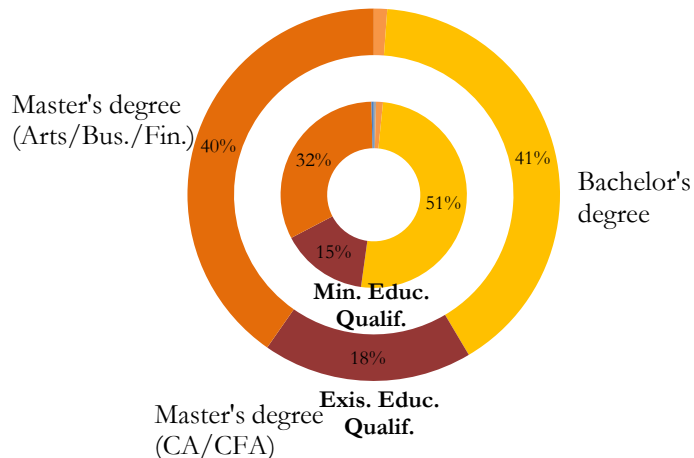
Entry level educational qualifications



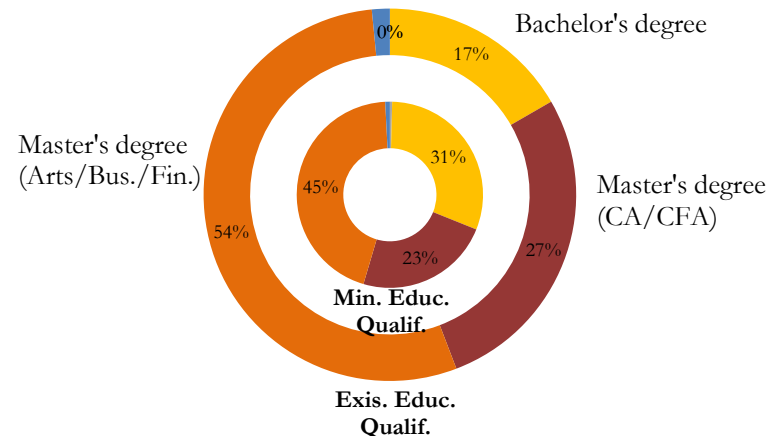
Junior level educational qualifications



Middle management educational qualifications



Senior management educational qualifications



The Big Picture

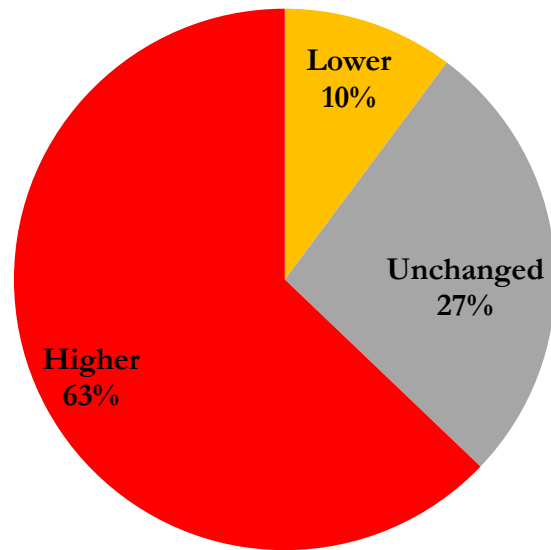


Wage bill as percent of total cost

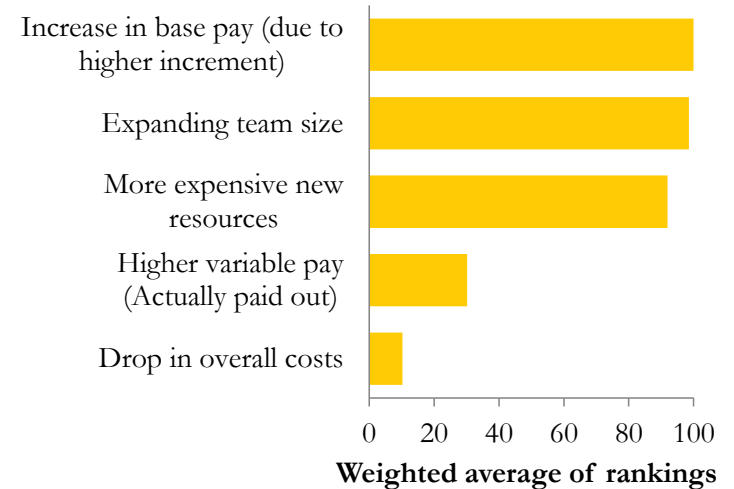


Is your wage bill as percent of total cost expected to increase/decrease/stay the same in 2017-18?

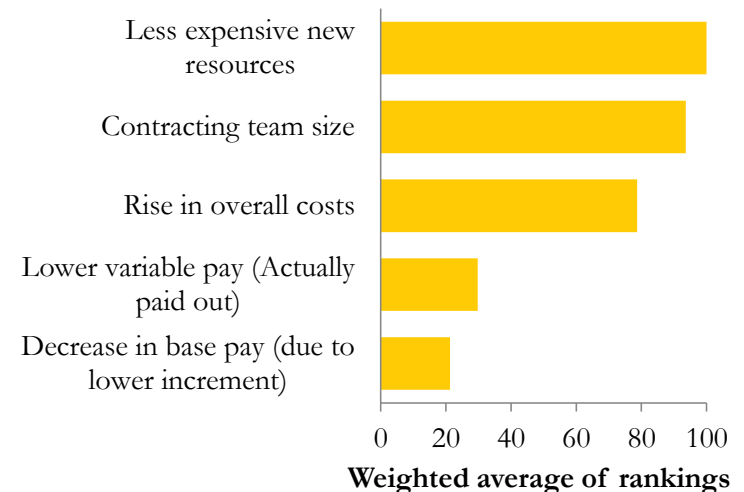
Wage bill (as % of total cost) - 2017-18



Reasons for rise in wage bill



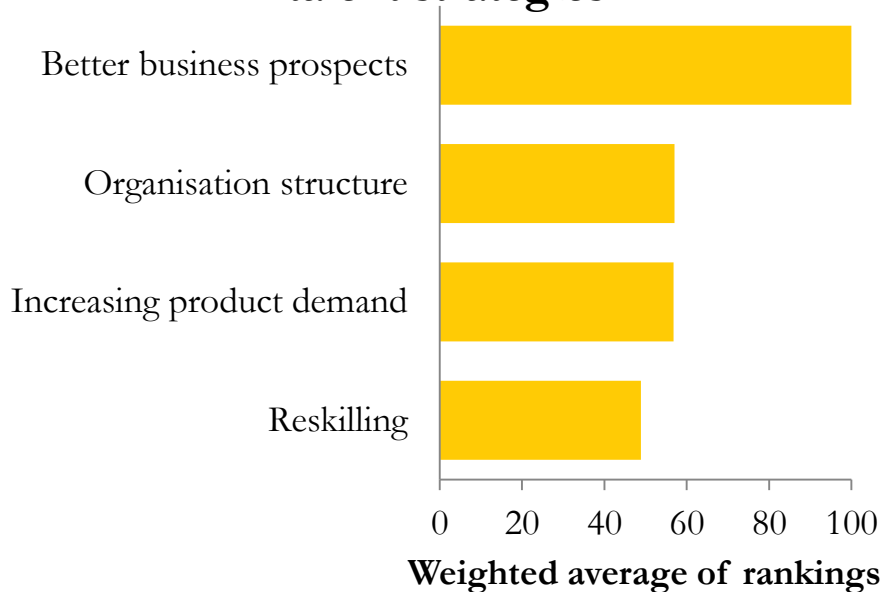
Reasons for decrease in wage bill



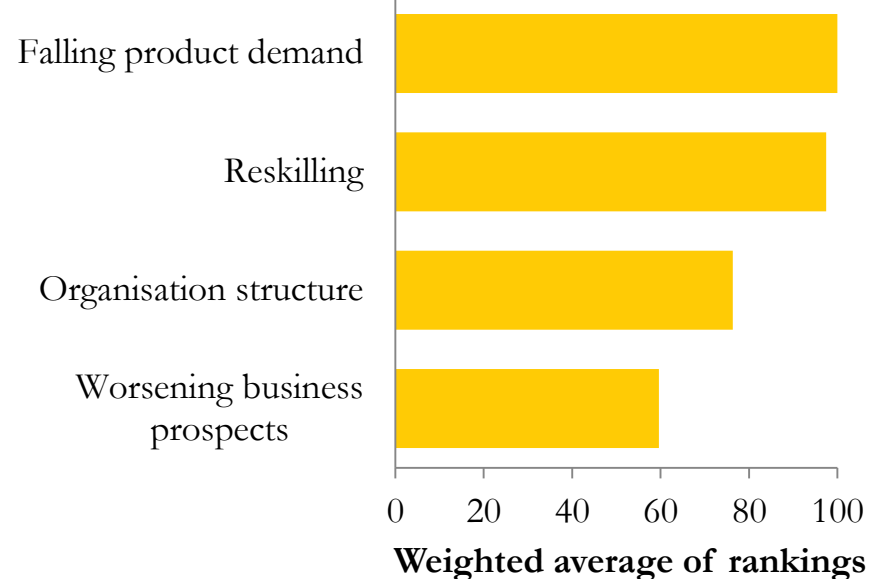
Factors having an impact on business and, in particular, on talent strategies



Factors having positive impact on talent strategies



Factors having negative impact on talent strategies

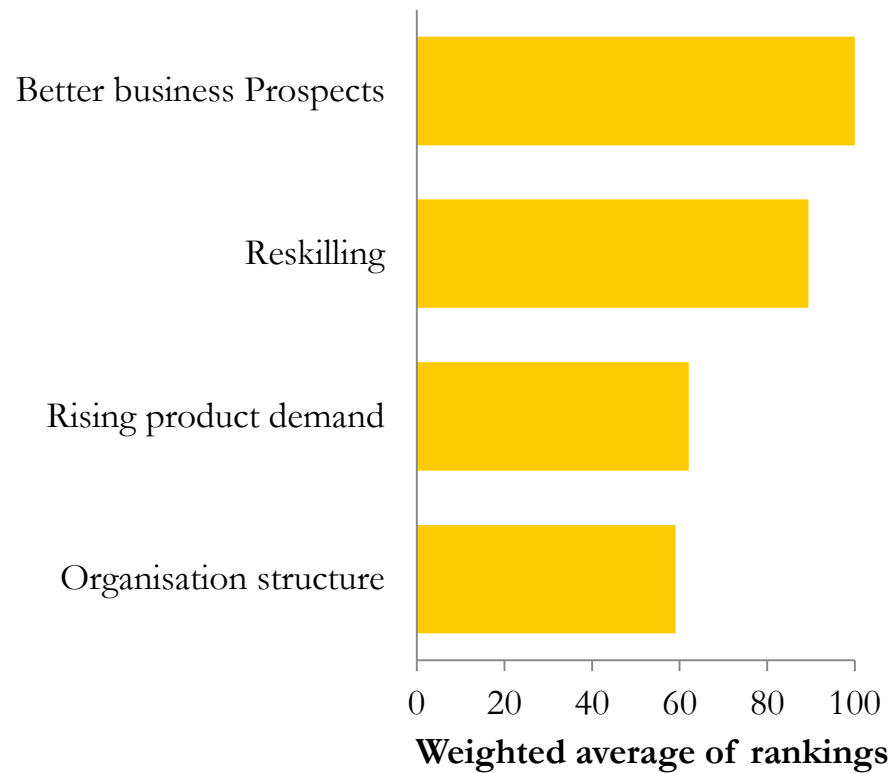


Factors having an impact on business and, in particular, on talent strategies

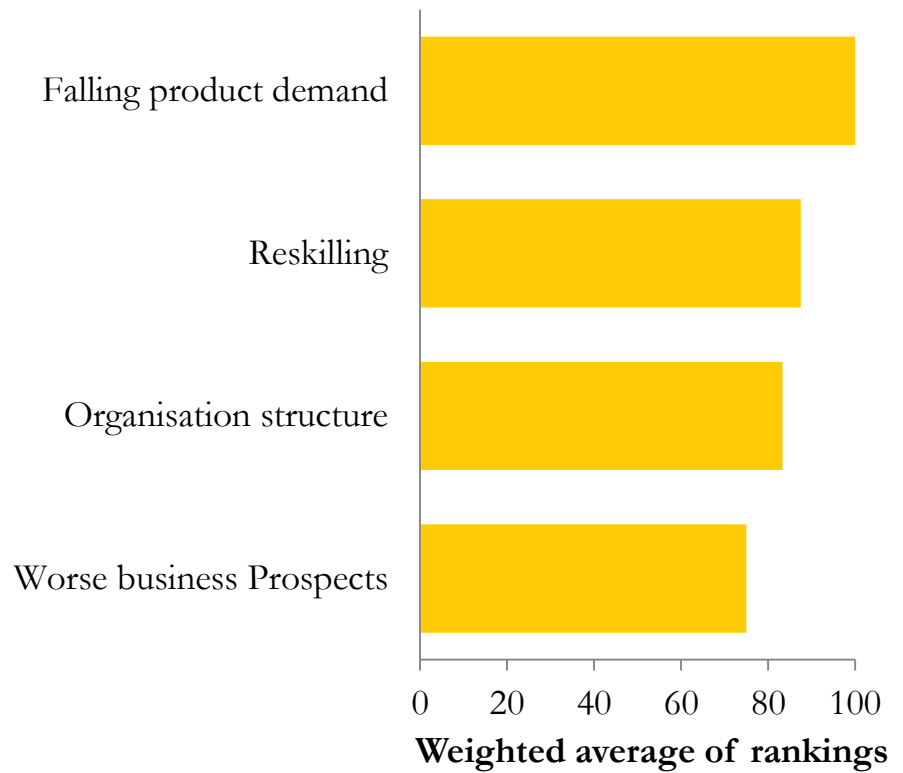


IT-ITeS sector response

Positive Factors



Negative Factors

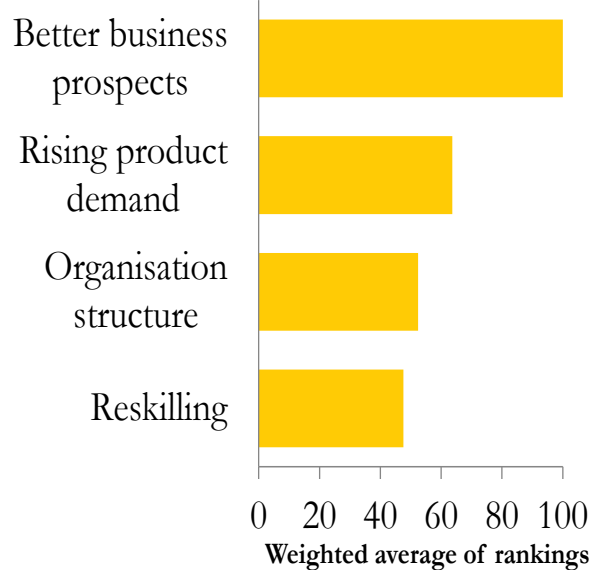


Factors having an impact on business and, in particular, on talent strategies

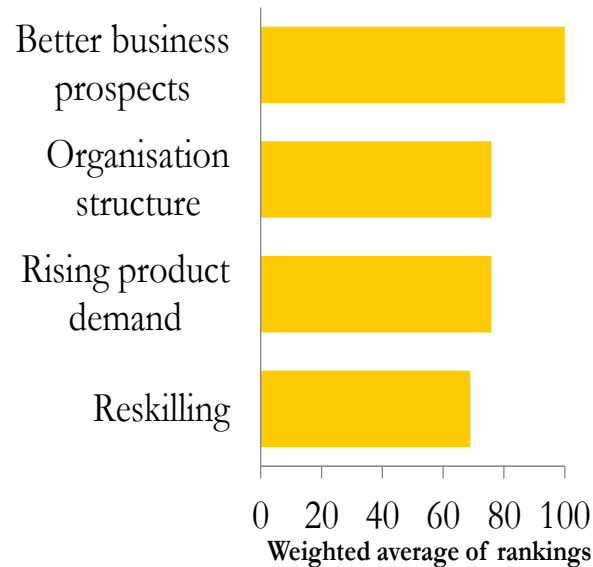


Positive factors - By ownership

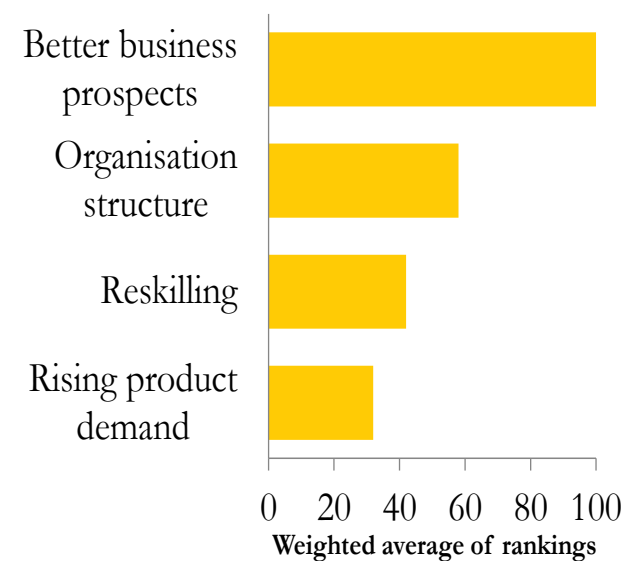
Factors having positive impact
on talent strategies - Foreign
MNC



Factors having positive impact
on talent strategies - Indian
MNC



Factors having positive impact
on talent strategies - Indian
pureplay/JV



Factors having an impact on business and, in particular, on talent strategies



Negative factors - By ownership

Factors having negative impact
on talent strategies - Foreign
MNC



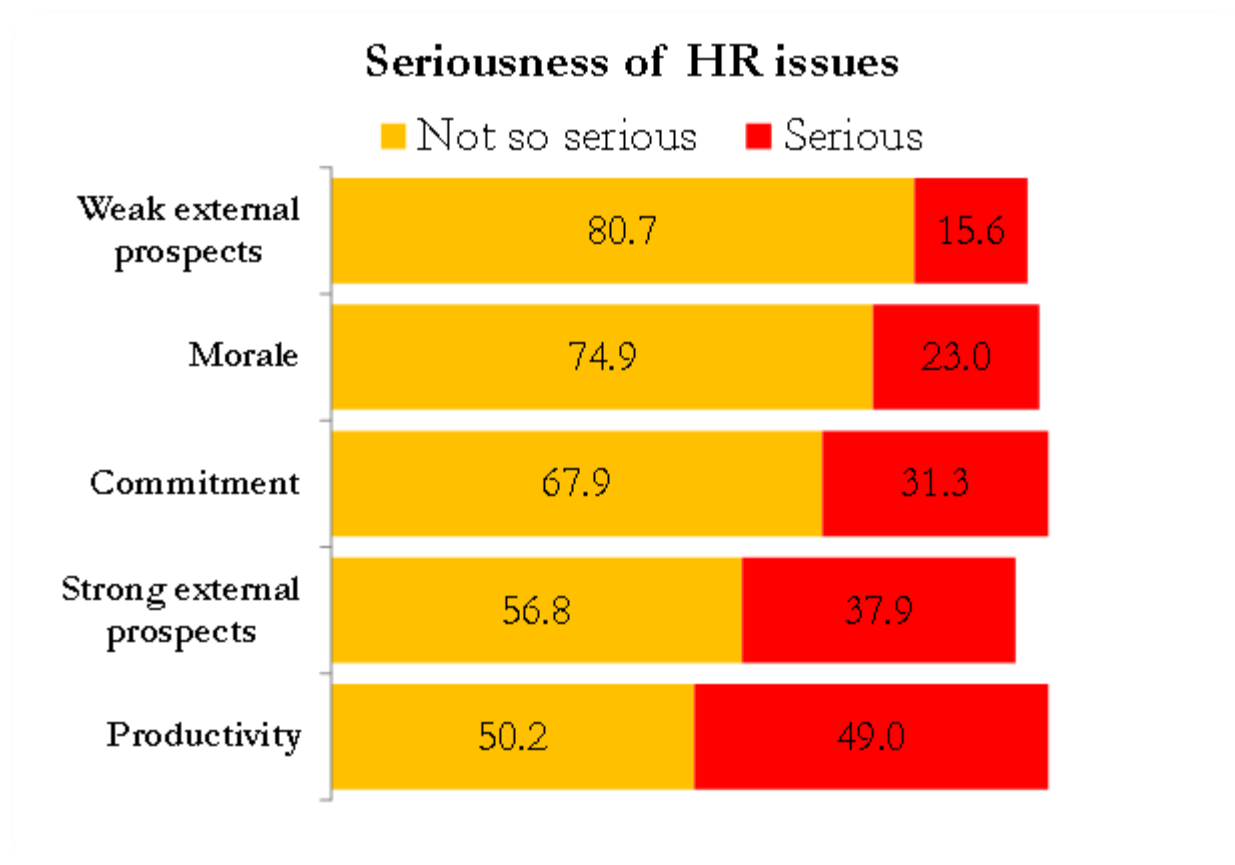
Factors having negative impact
on talent strategies - Indian
MNC



Factors having negative impact
on talent strategies - Indian
pure-play/JV



How serious a challenge do HR issues, as a whole present for your company 12-18 months from now?



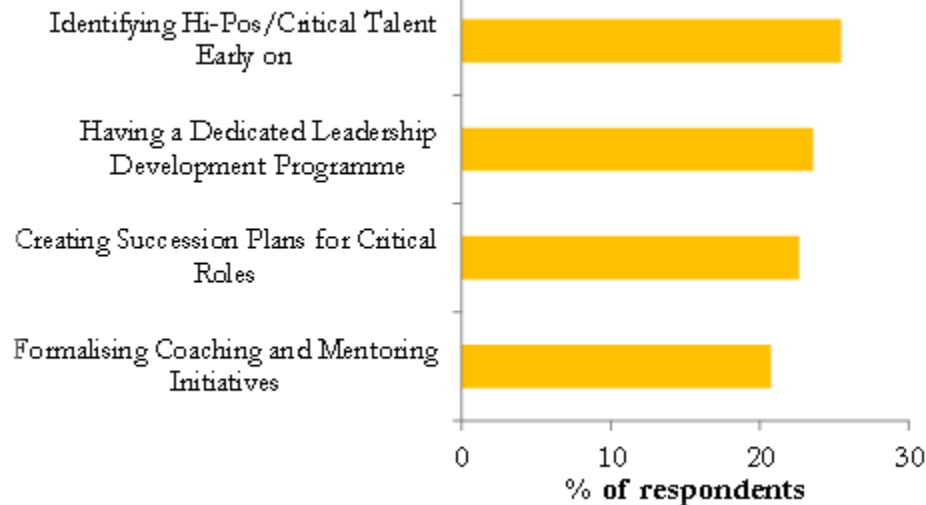
Top three HR-related challenges in the next 12 months



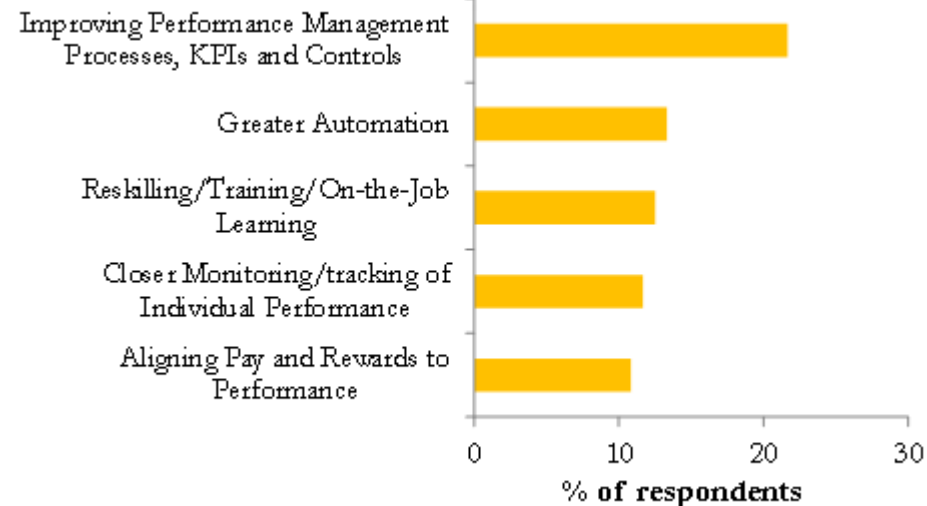
Strategy towards HR challenges



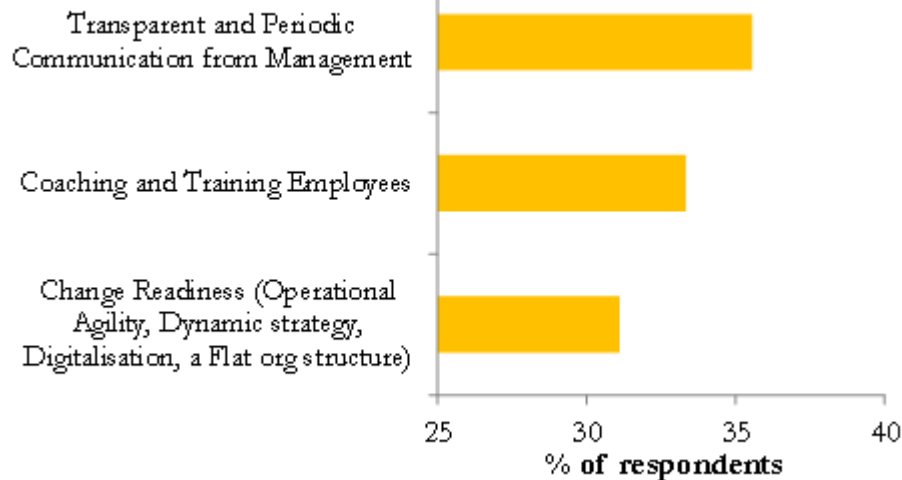
Coaching and mentoring/Succession Planning



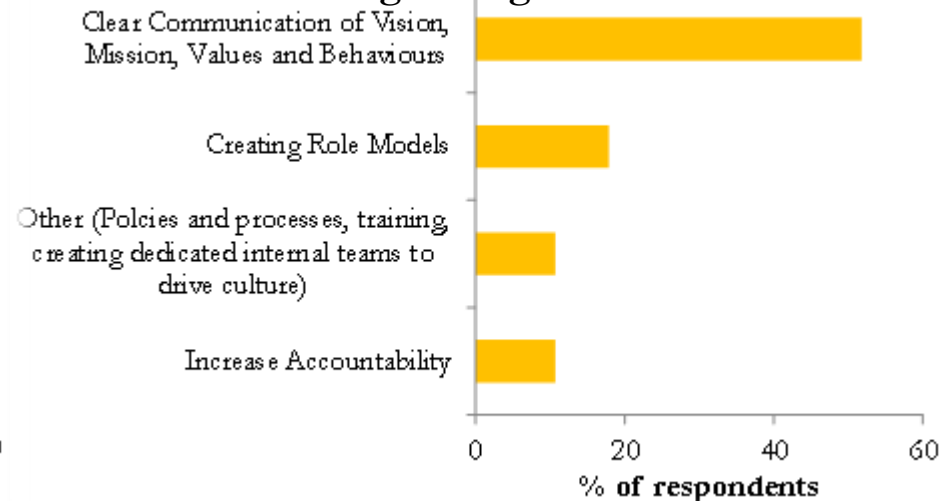
Performance/Productivity Management



Change Management



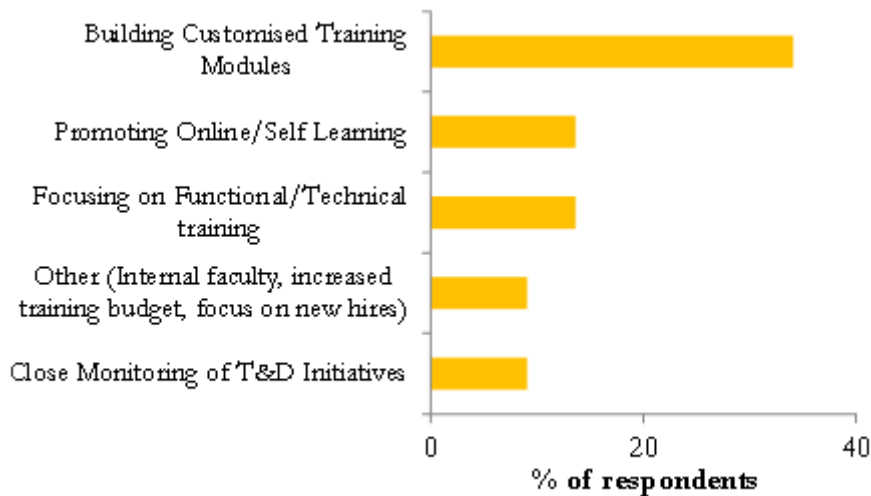
Building the right culture



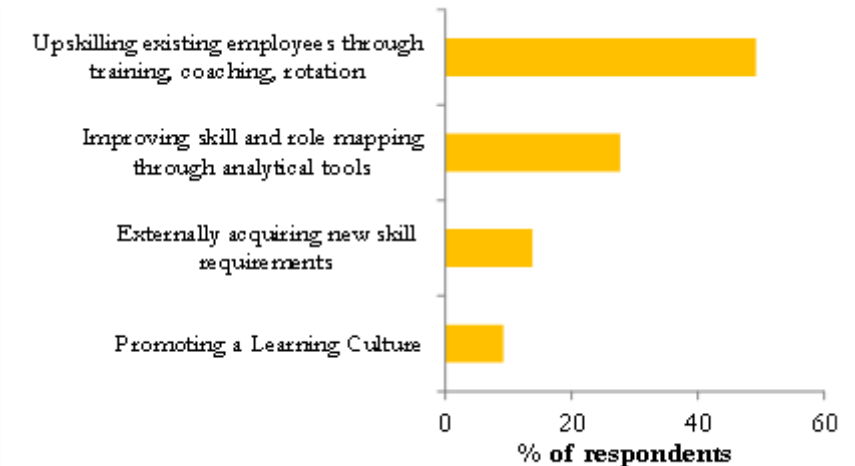
Strategy towards HR challenges



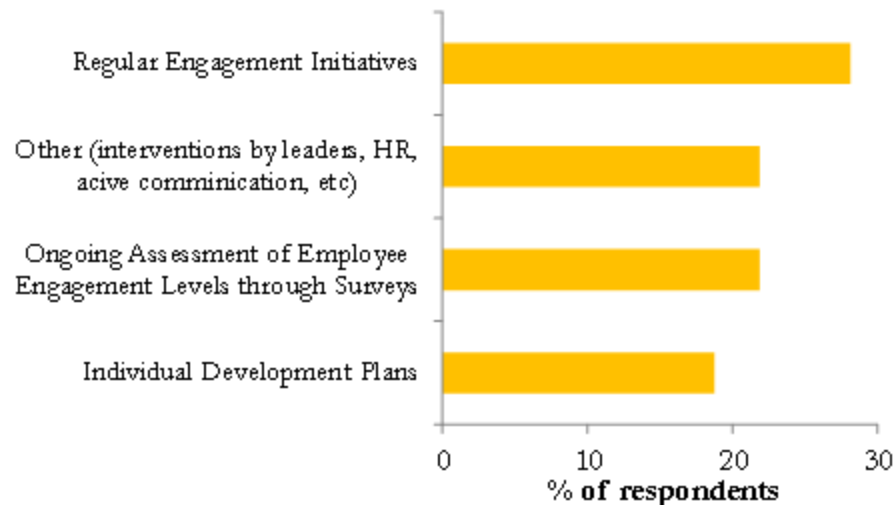
Training and Development



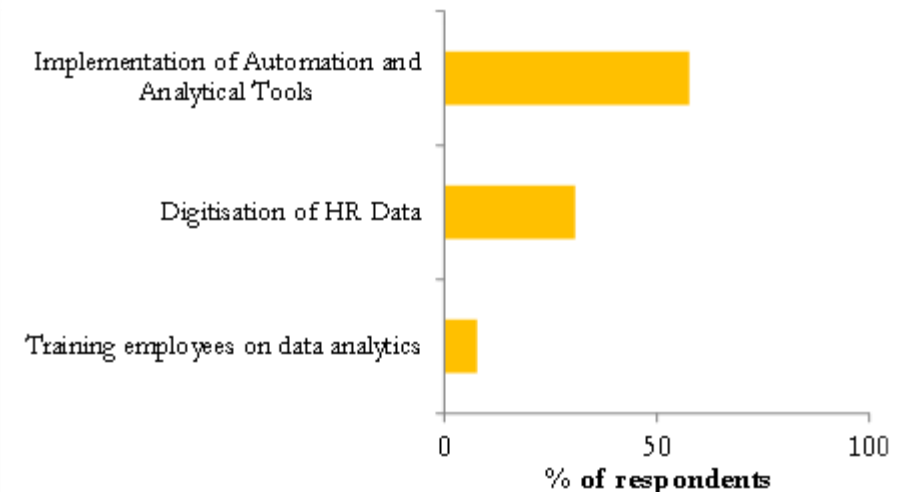
Better fitment to emergent skill set requirement



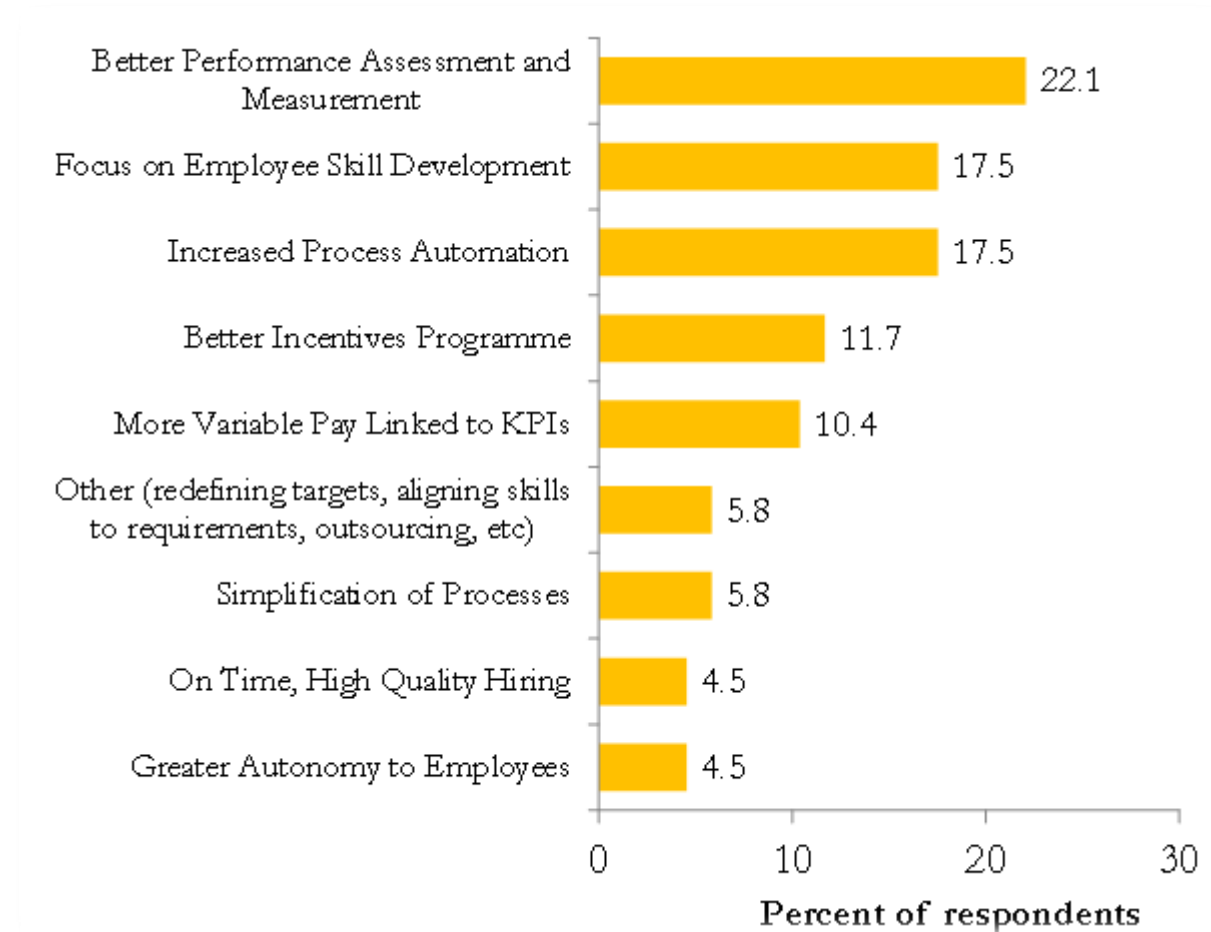
Employee Engagement



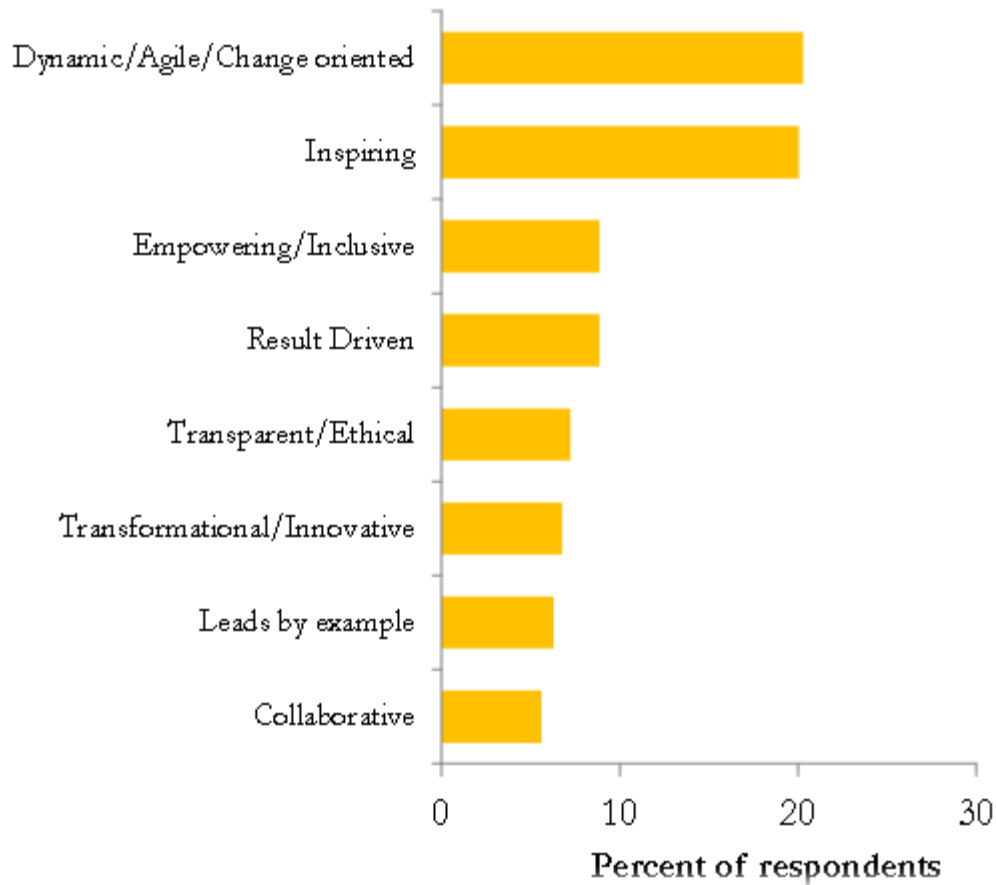
Building a data driven organisation



How does your organisation plan to increase productivity in the next 12 months?



What kind of leadership is most relevant for your company?



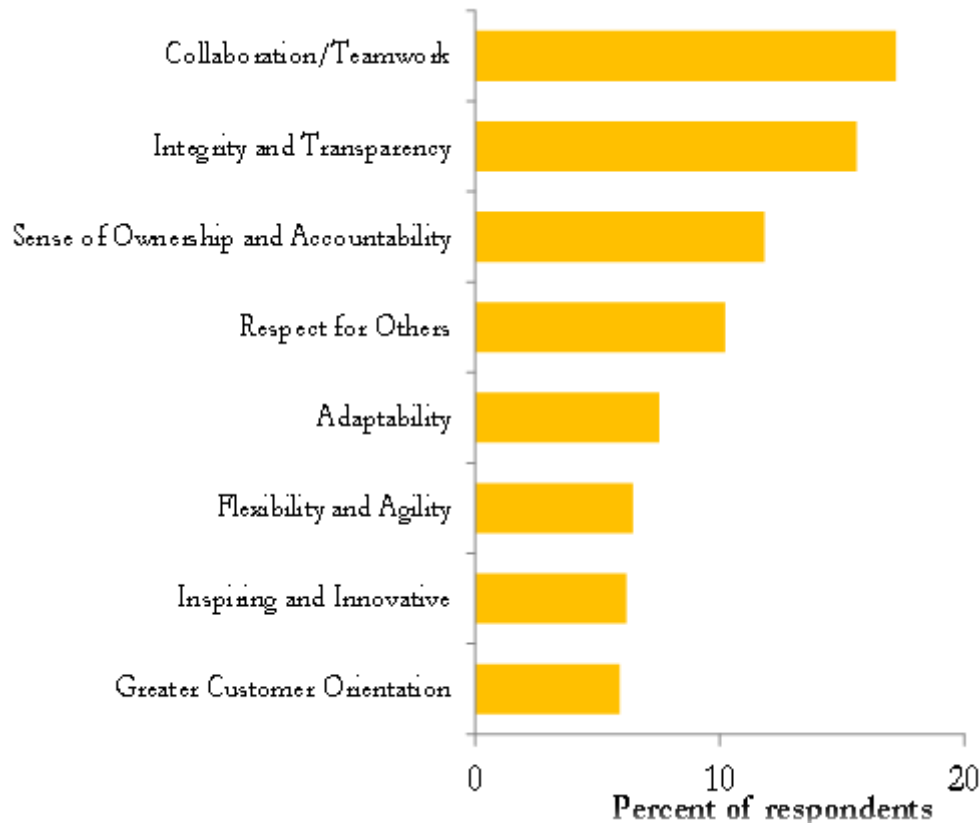
Other leadership attributes

- Committed & passionate (19)
- Entrepreneurial (13)
- Emotional/Emphatic (10)
- Proactive (6)
- Humble/Selfless (6)

Cultural attributes that your organisation is looking for



What are the cultural attributes that your organisation is looking to build in people?



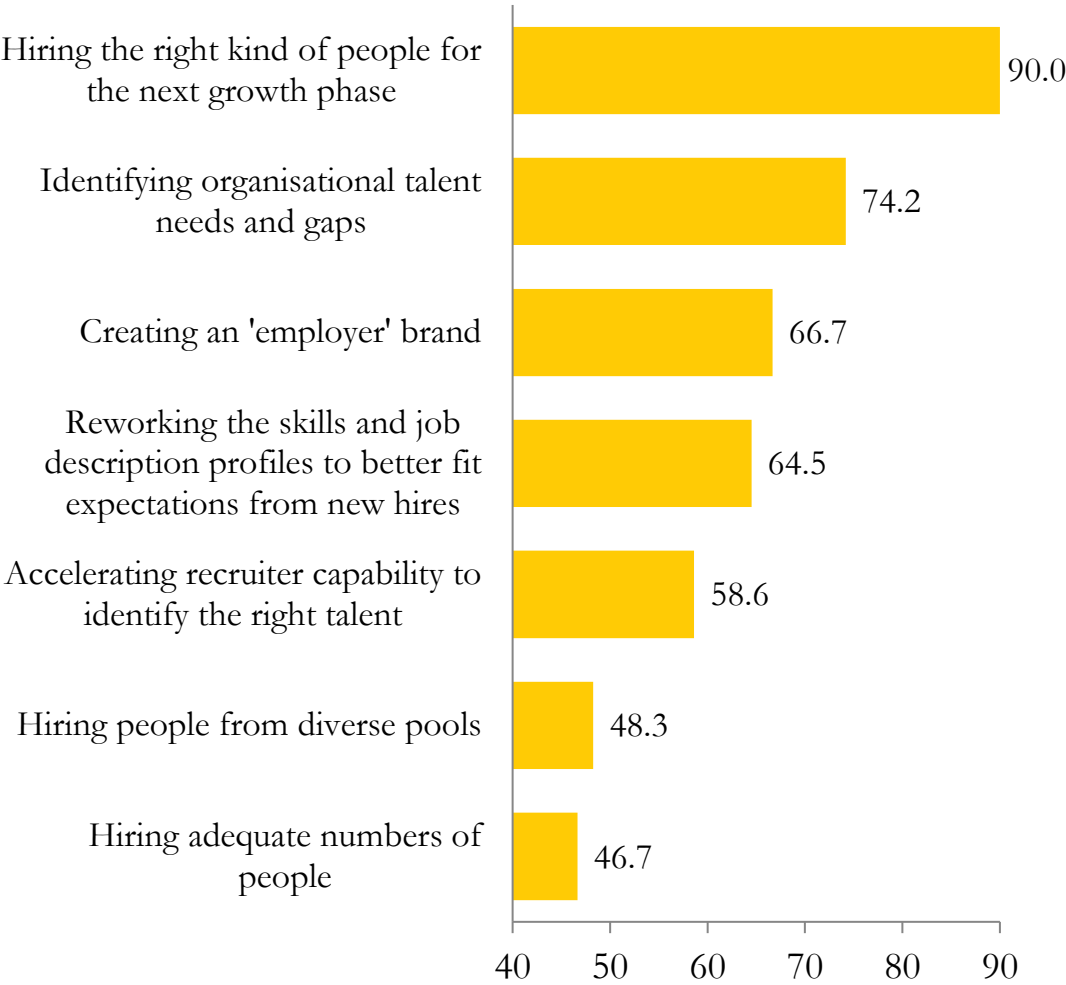
Other cultural attributes

- Self driven/proactive (15)
- Attitude of learning (7)
- Risk taking and dynamism (11)
- Passion, entrepreneurial, eye for detail, cost conscious (38)

Talent acquisition strategy in the next 12 months



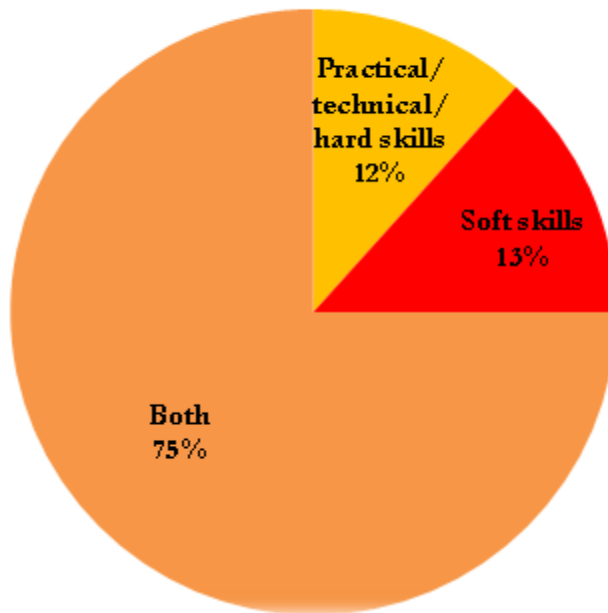
Talent acquisition strategy – Areas of intensifying focus in the next 12 months



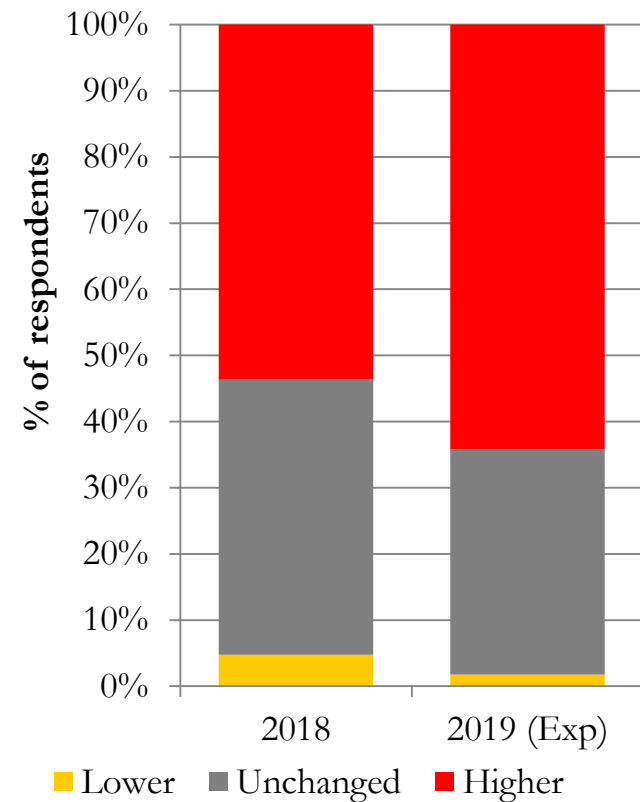
% of respondents saying 'Higher focus'

What are your company's main focus areas in terms of training and development?

Focus areas for training & development



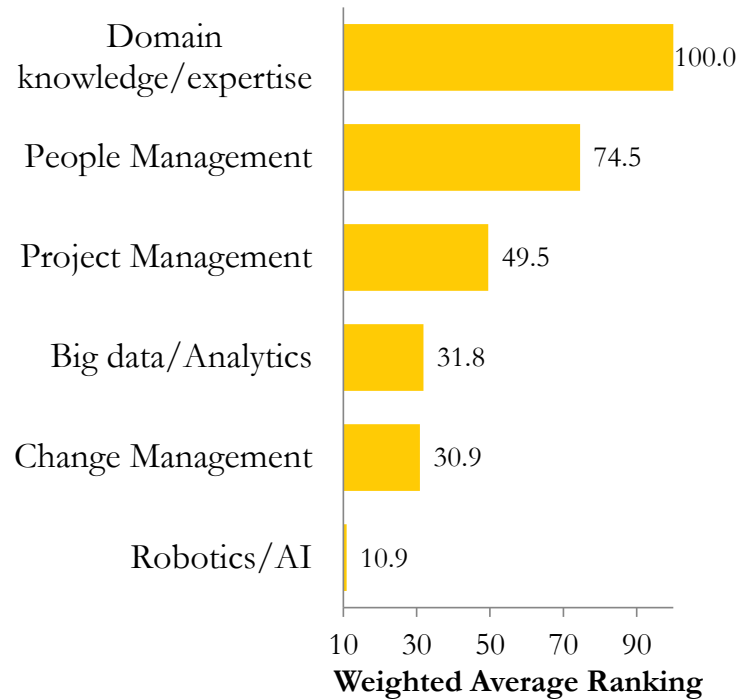
T&D budget as compared to previous year?



Focus areas for training & development



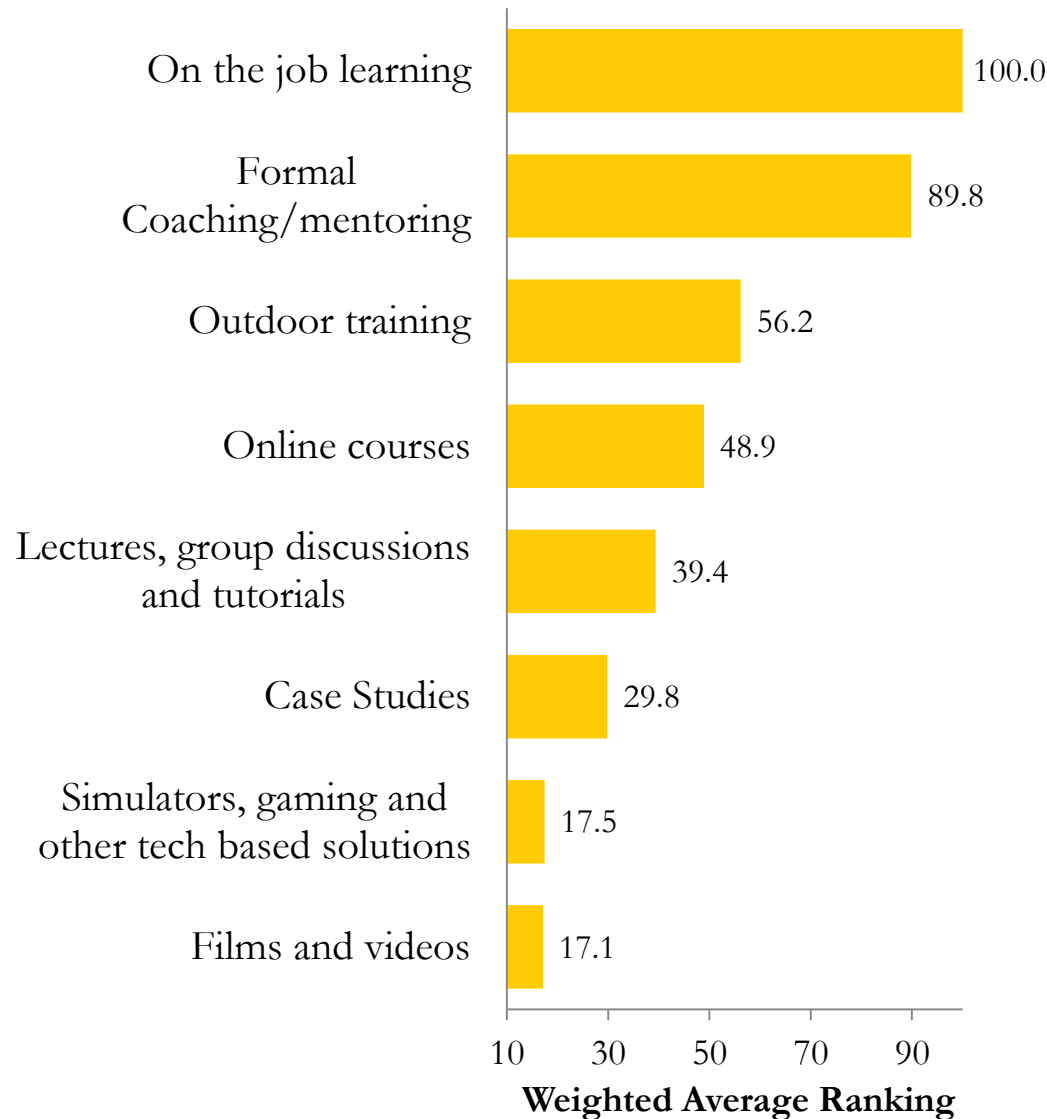
Technical Skills



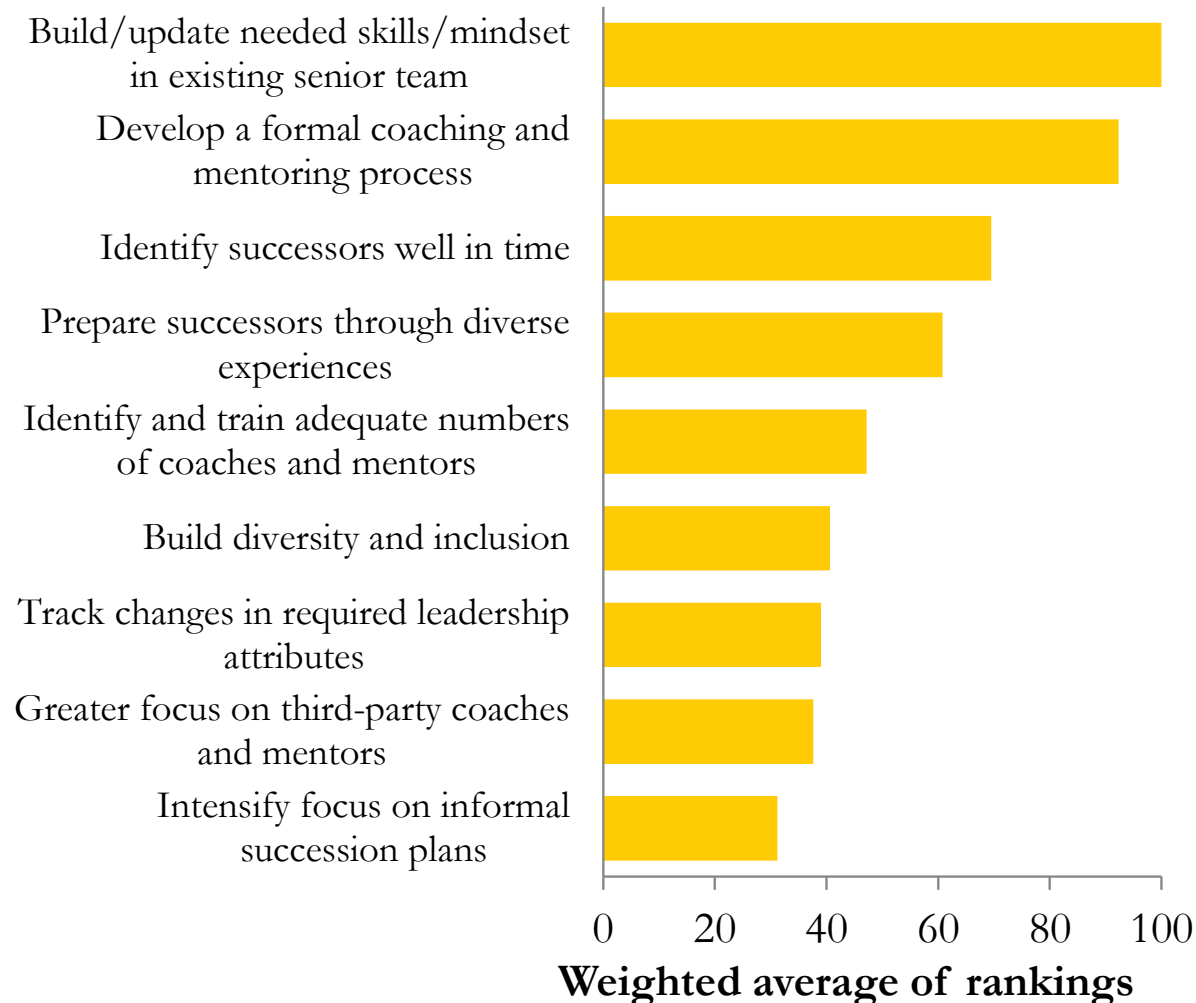
Soft Skills



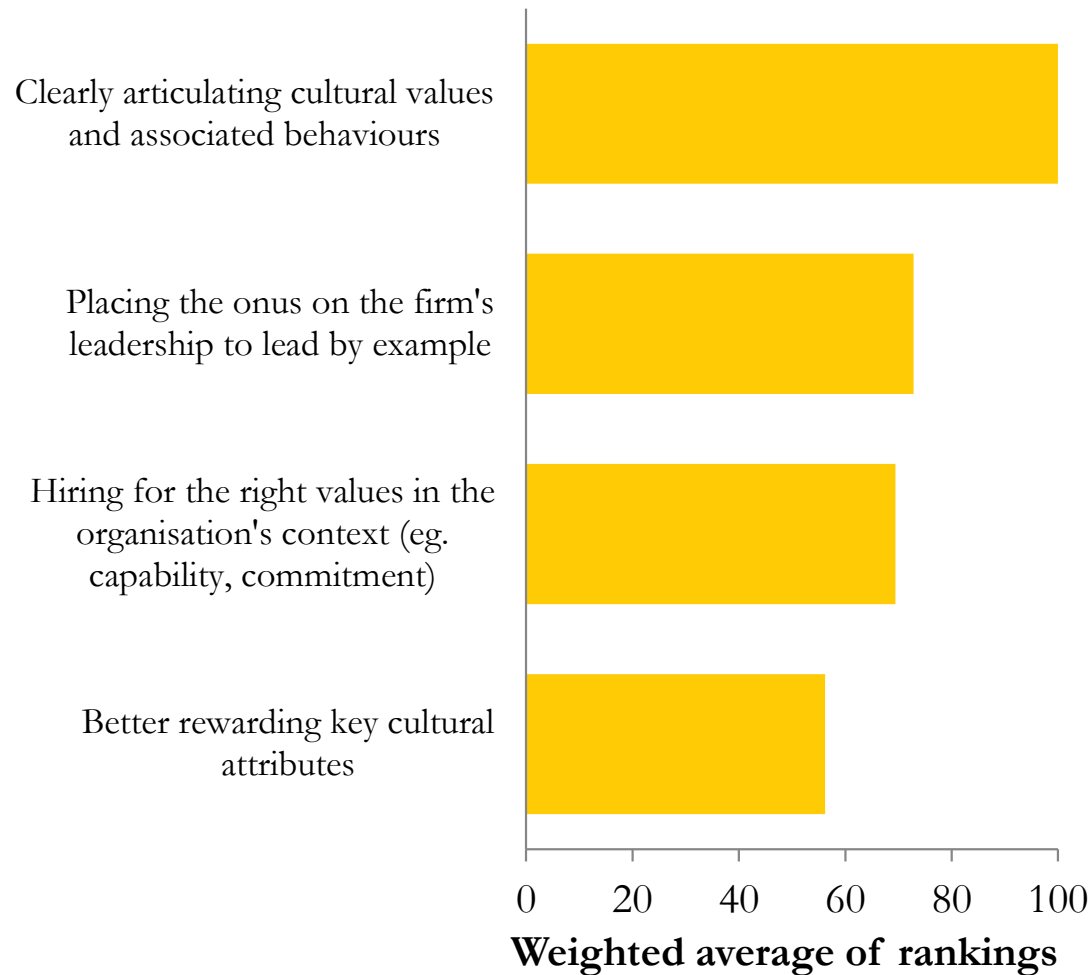
Delivery channels for training & development



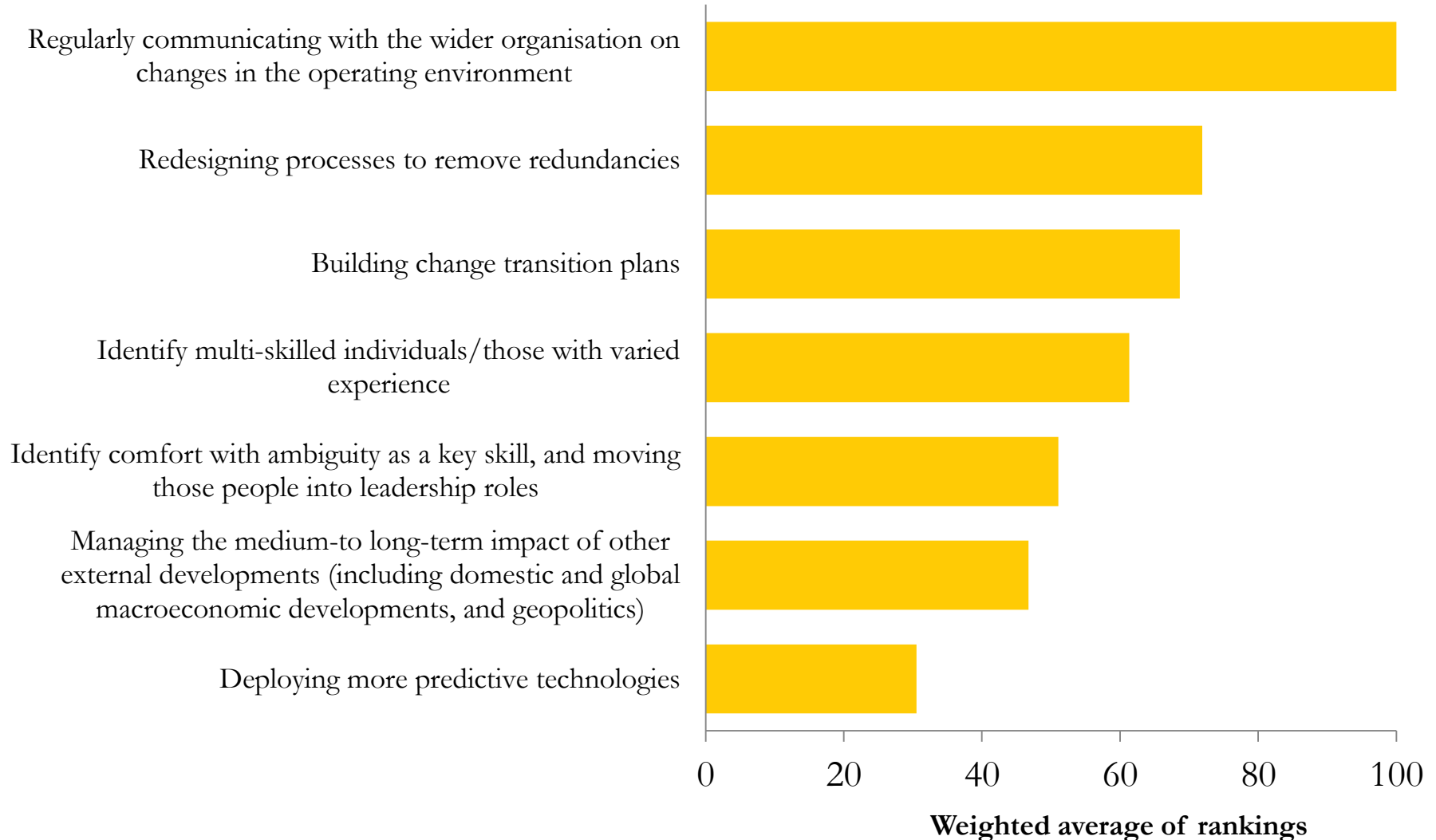
Coaching and Mentoring / Building a leadership pipeline: Key focus areas



Building /strengthening the right culture: Key focus areas



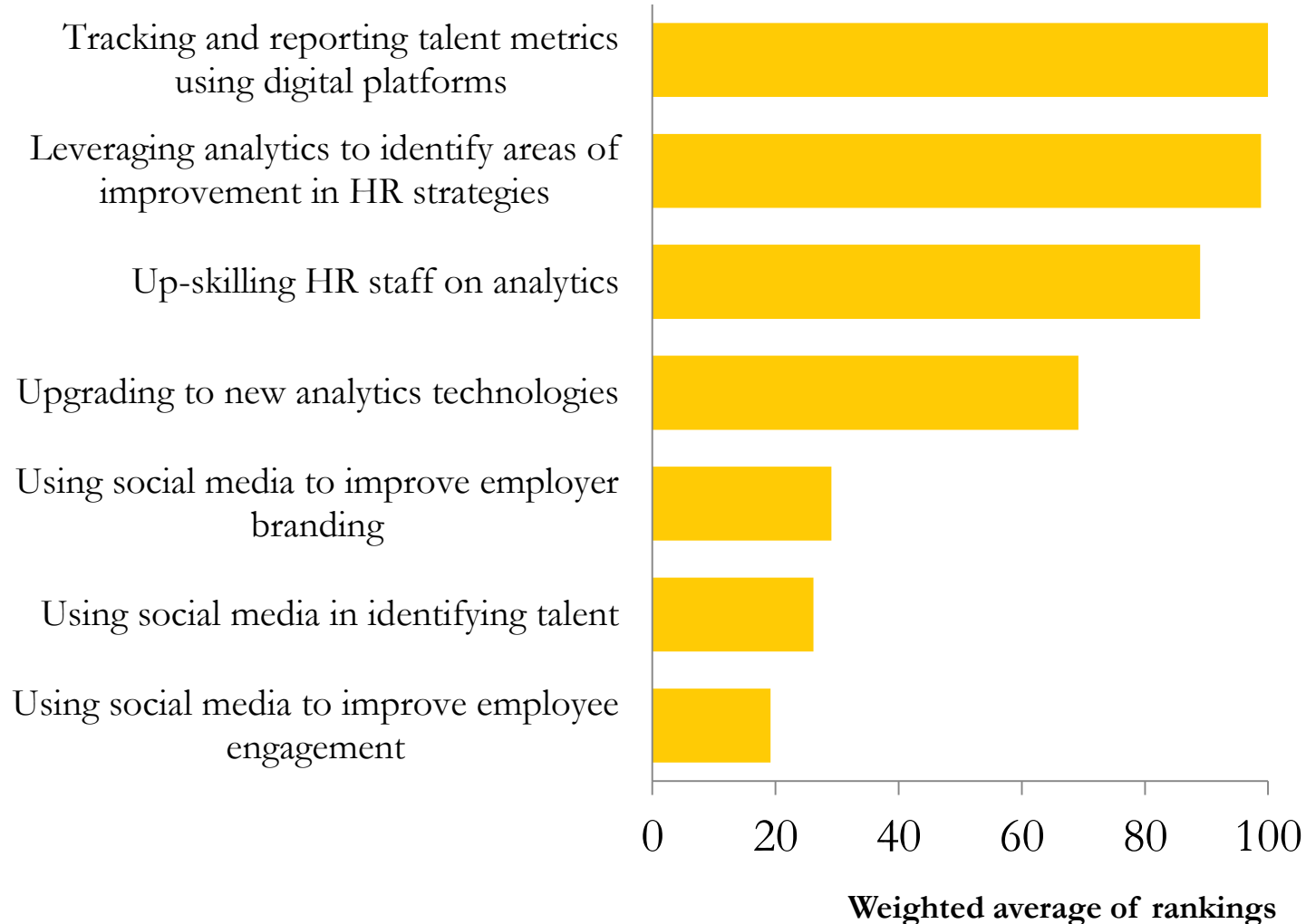
Change management – Dealing with flux/churn in the operating environment



Deepening employee engagement: Key focus areas



Building a data-driven HR function: Key focus areas



Compensation: Entry-level to Senior Management

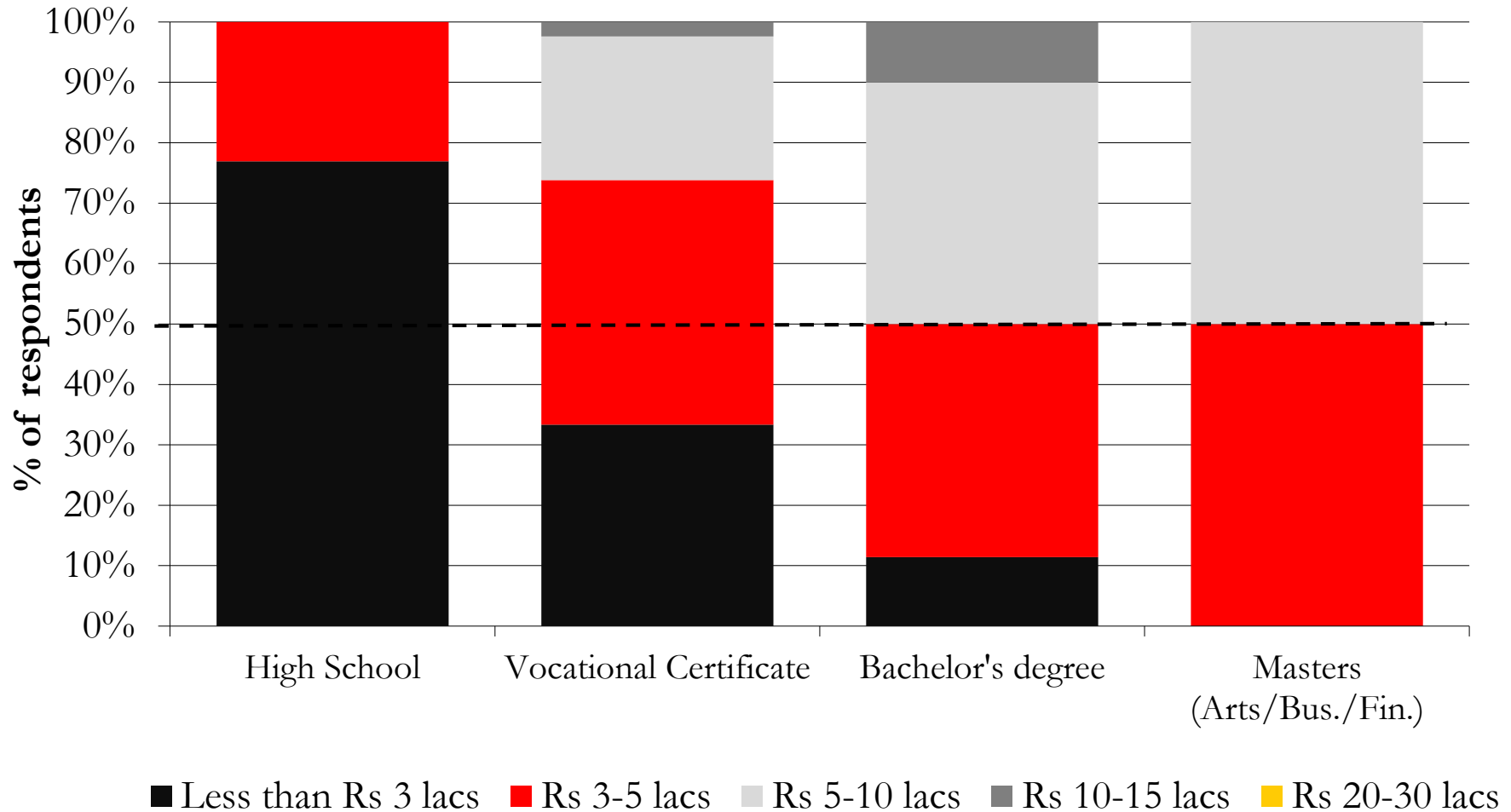


CTC Compensation by Education: 2017-18

Entry Level

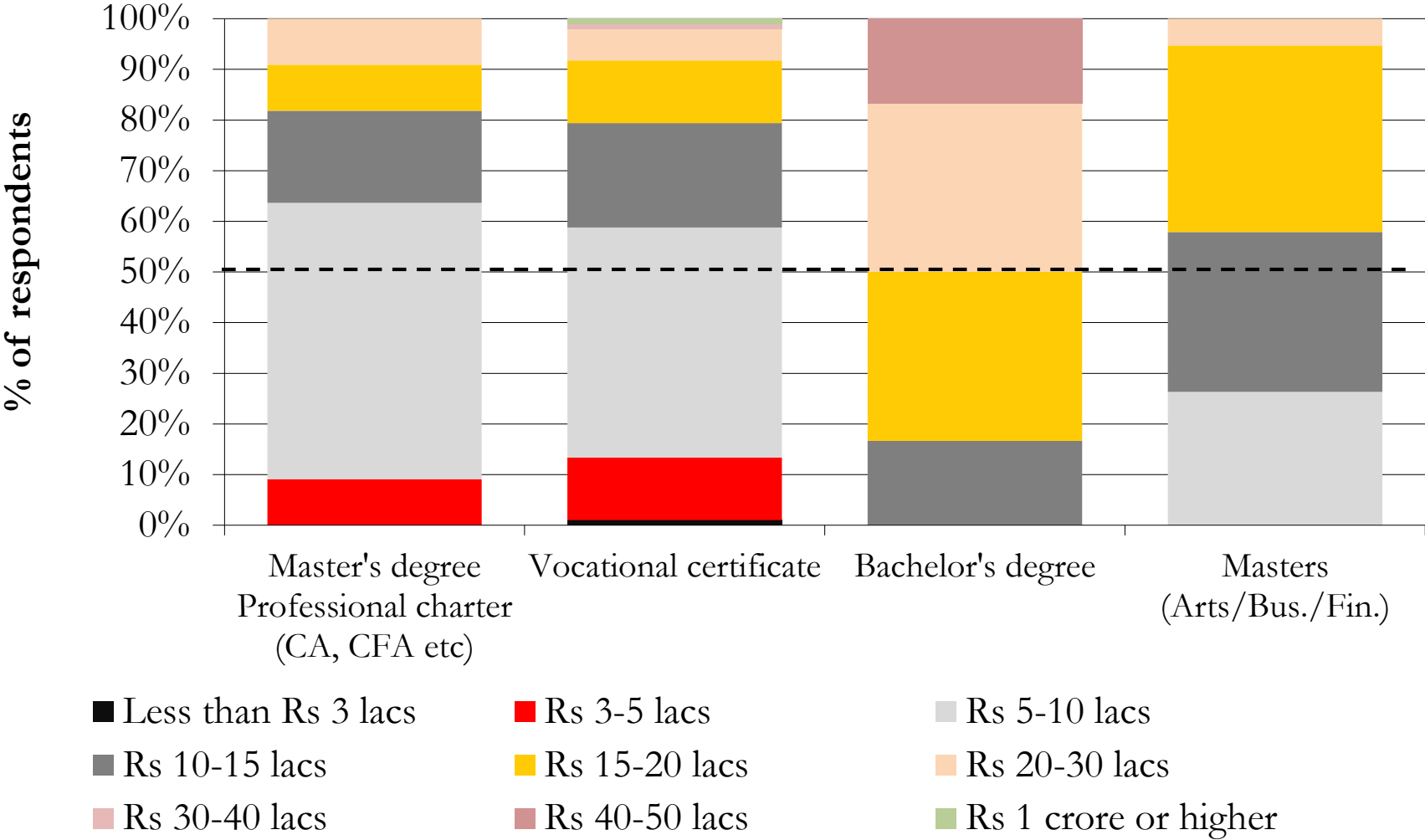


Entry Level



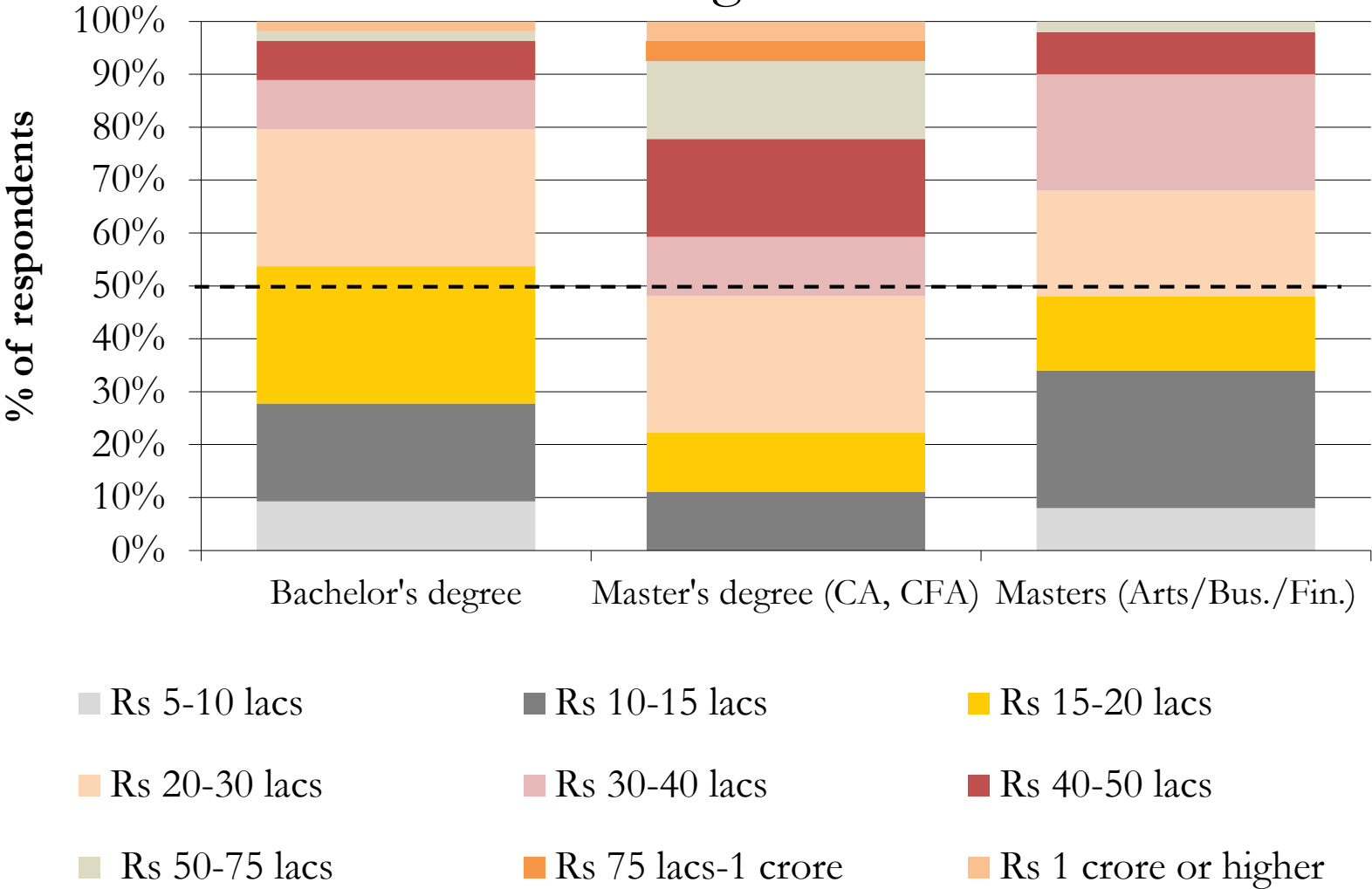


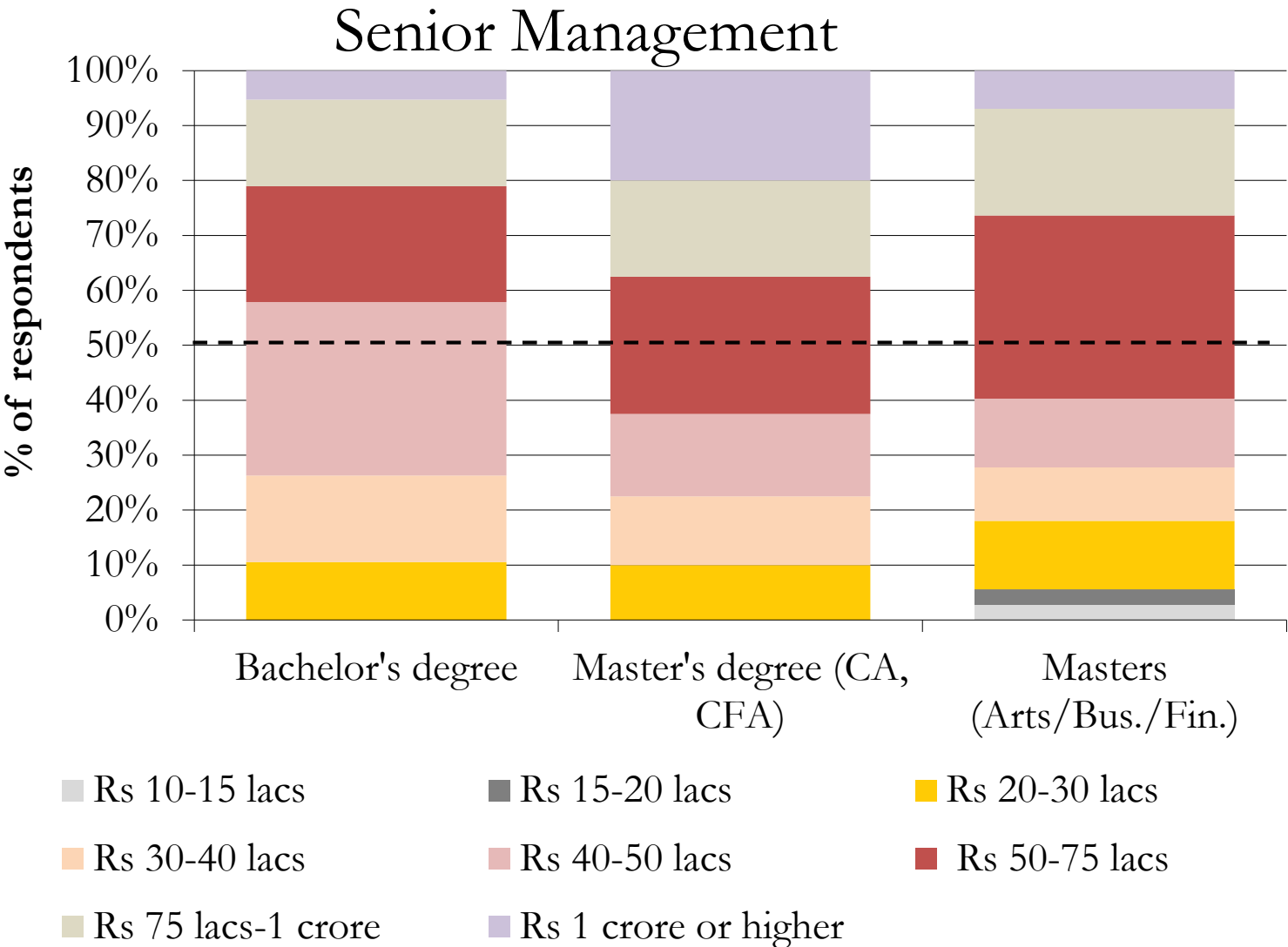
Junior Management



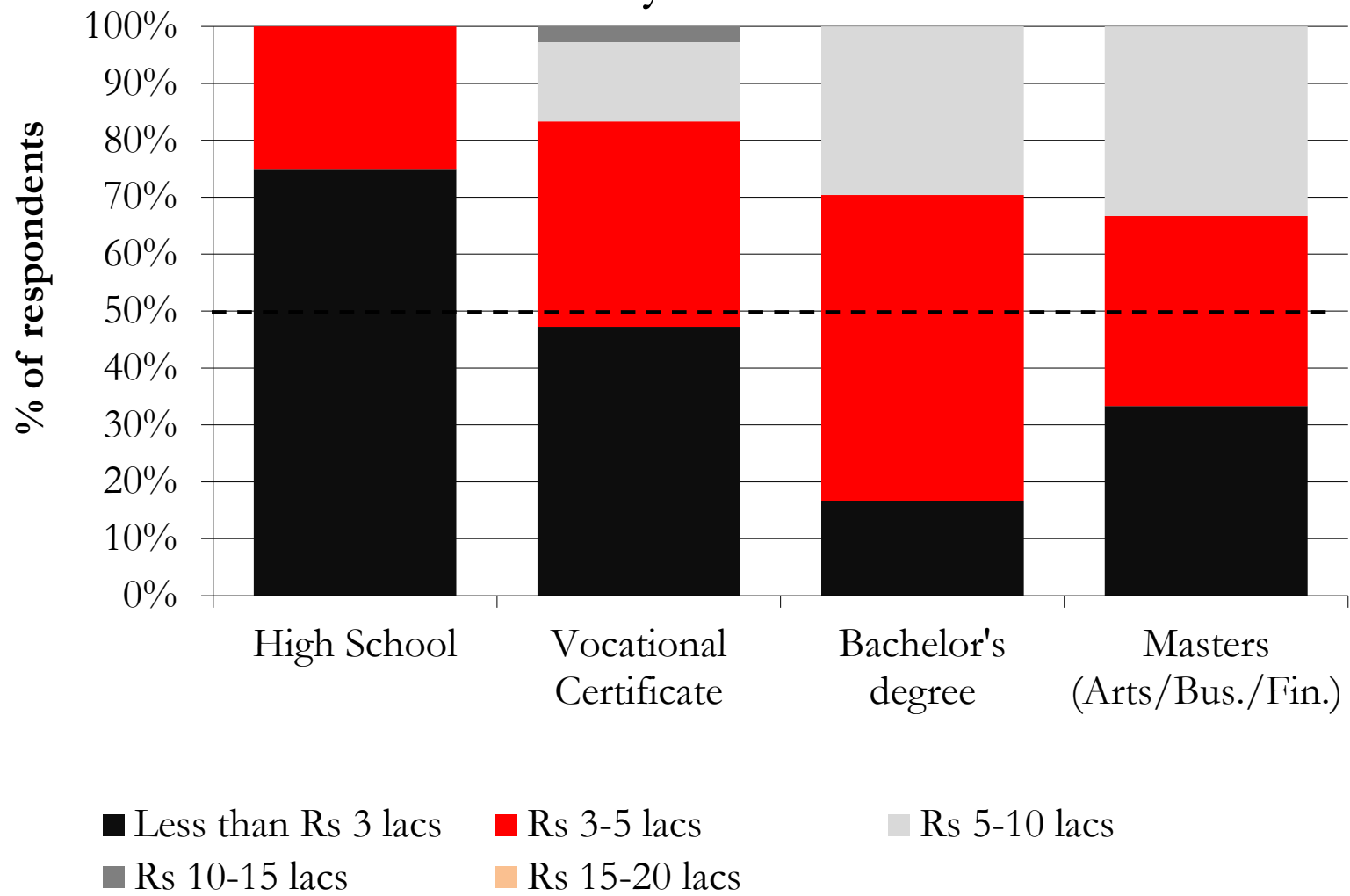


Middle Management



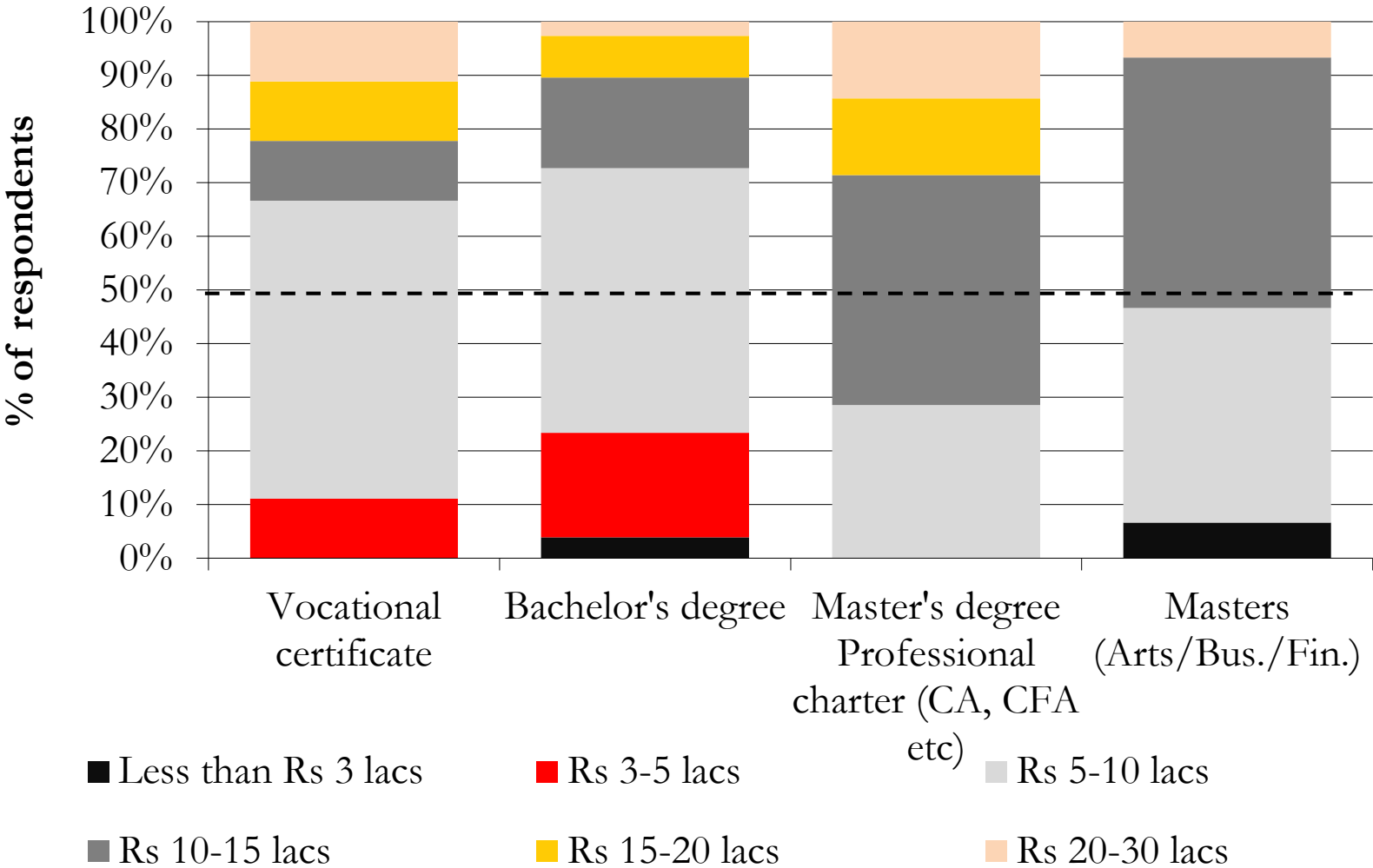


Entry level



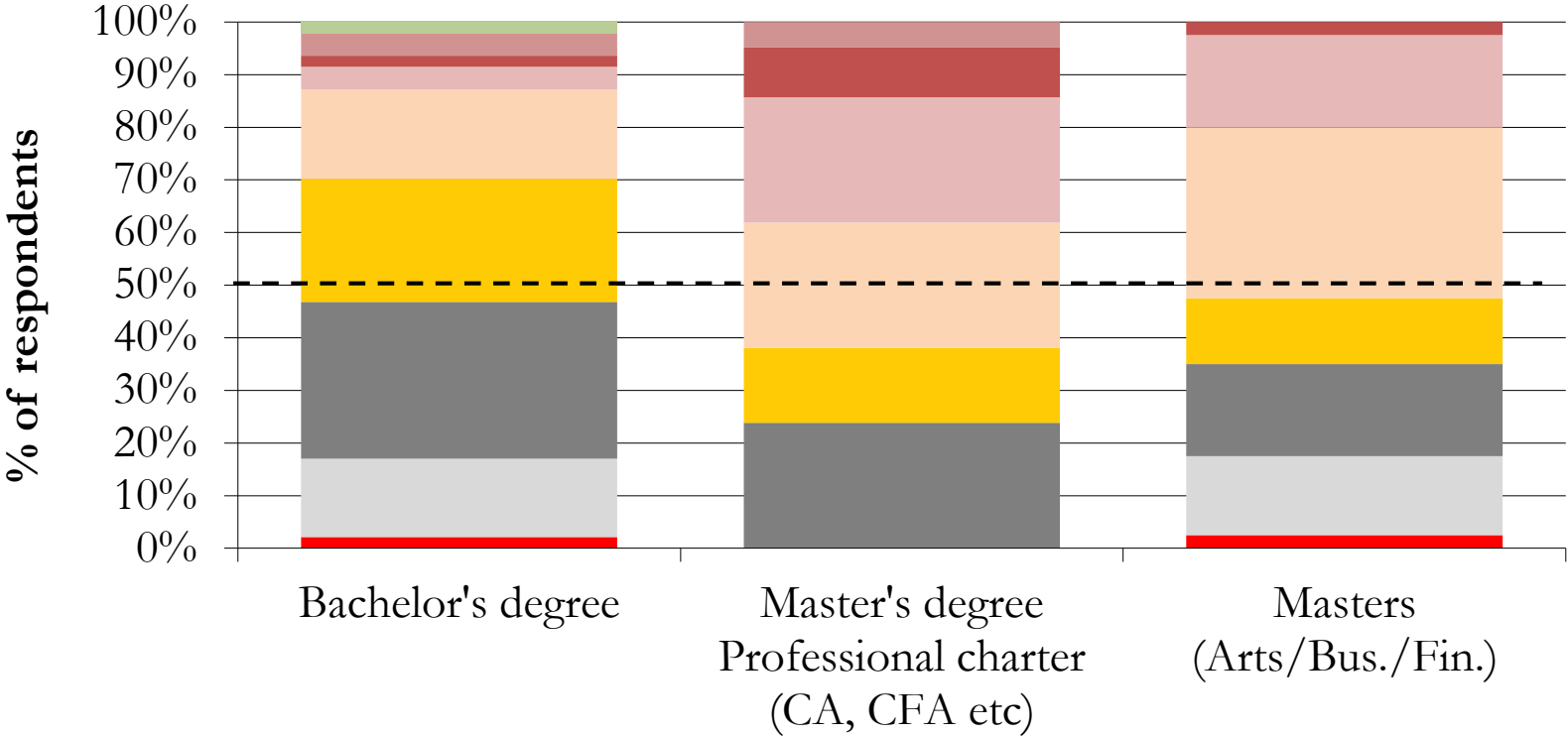


Junior Management

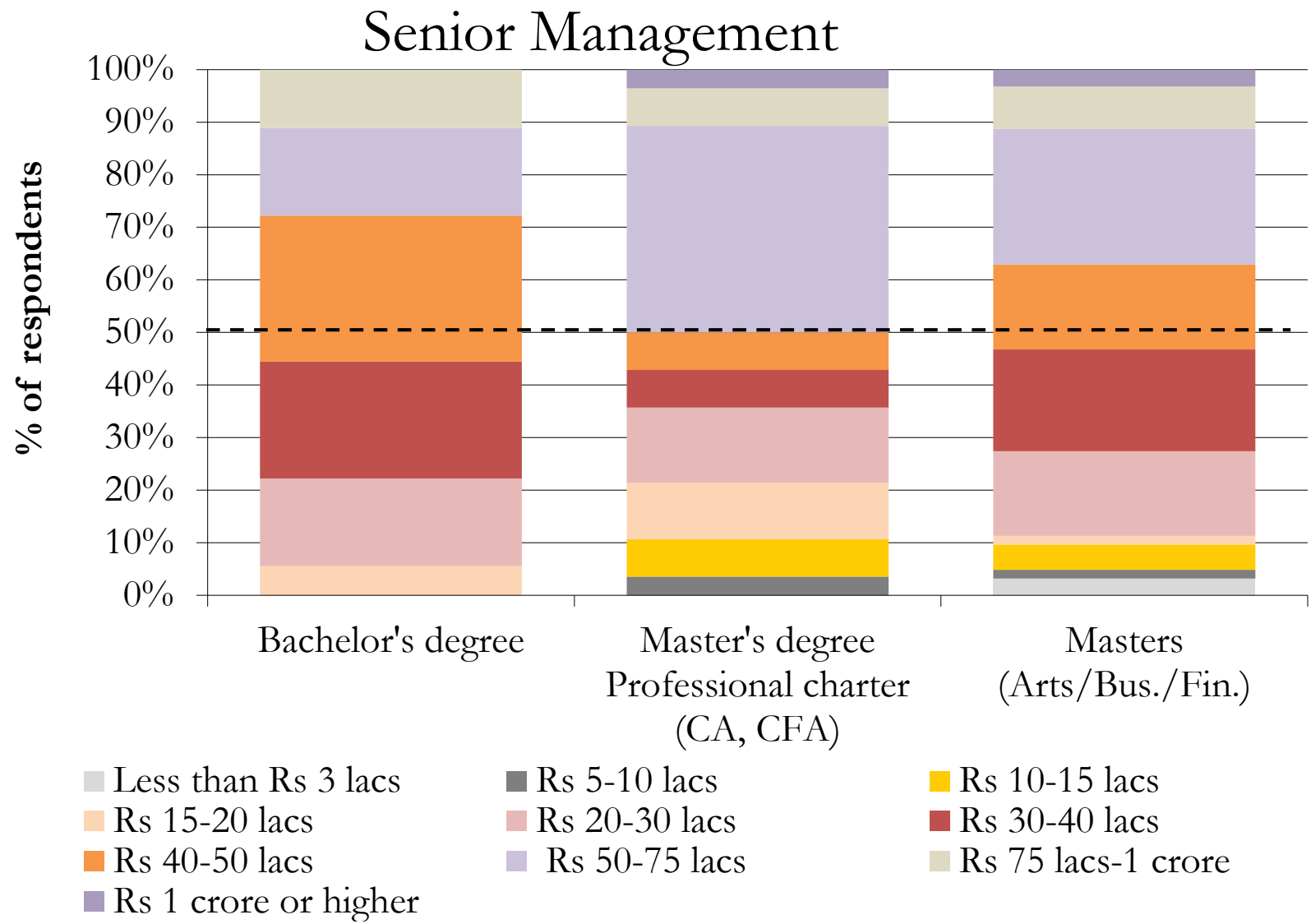




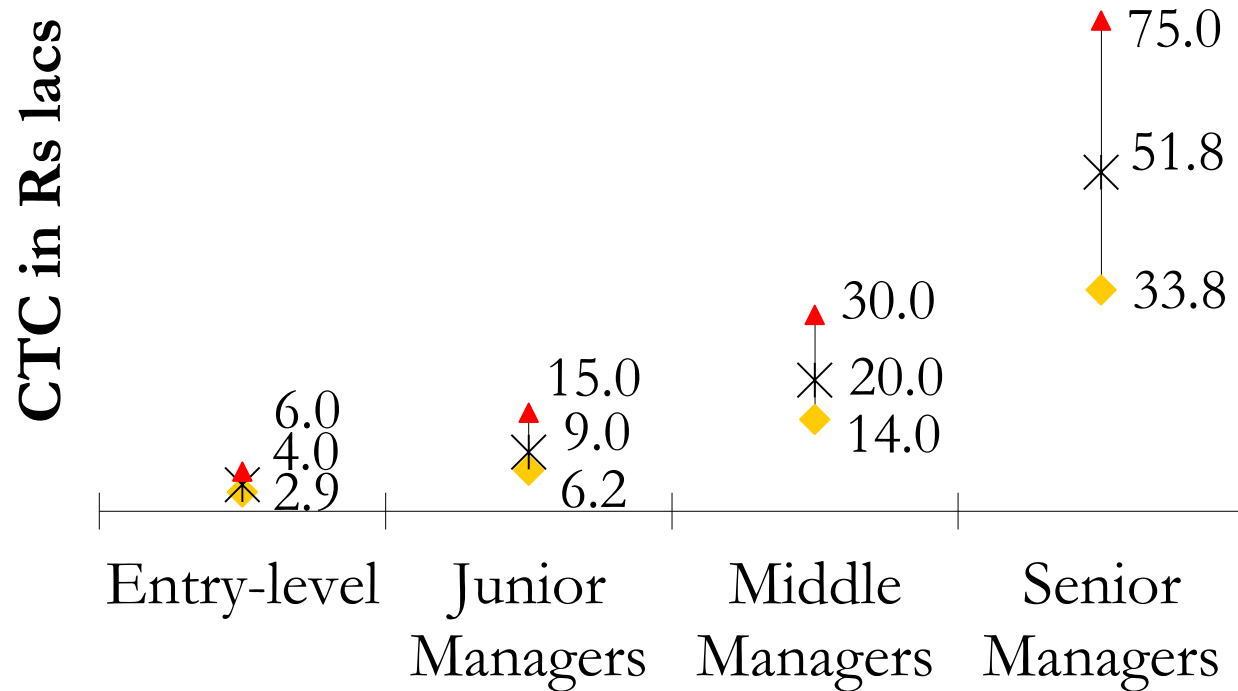
Middle Management



- Less than Rs 3 lacs
- Rs 5-10 lacs
- Rs 10-15 lacs
- Rs 15-20 lacs
- Rs 20-30 lacs
- Rs 30-40 lacs
- Rs 40-50 lacs
- Rs 50-75 lacs
- Rs 1 crore or higher

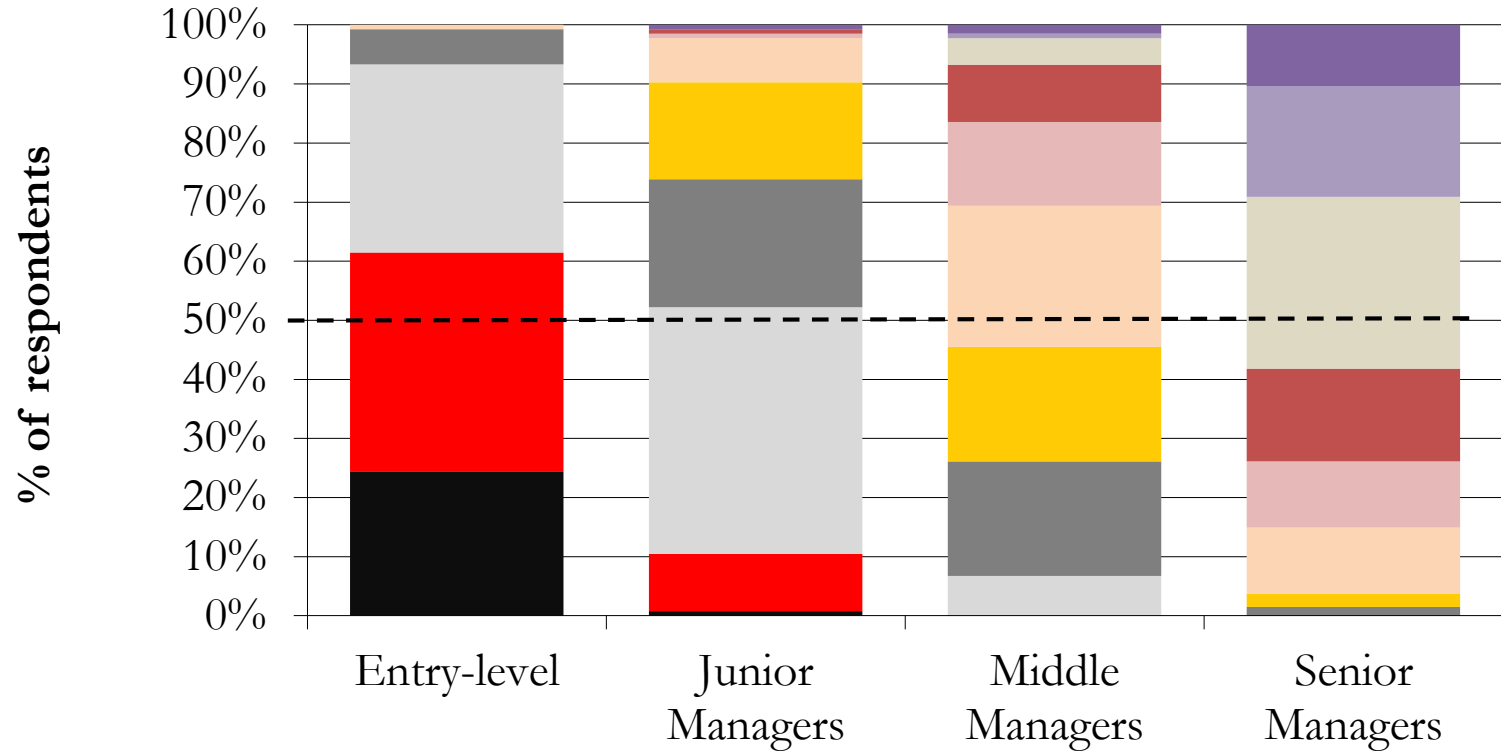


Total CTC, 2017-18: Entry-level to Senior Management



◆ 25th Percentile ✕ Median ▲ 75th Percentile

Total CTC, 2017-18: Entry-level to Senior Management



■ Less than Rs 3 lacs

■ Rs 3-5 lacs

■ Rs 5-10 lacs

■ Rs 10-15 lacs

■ Rs 15-20 lacs

■ Rs 20-30 lacs

■ Rs 30-40 lacs

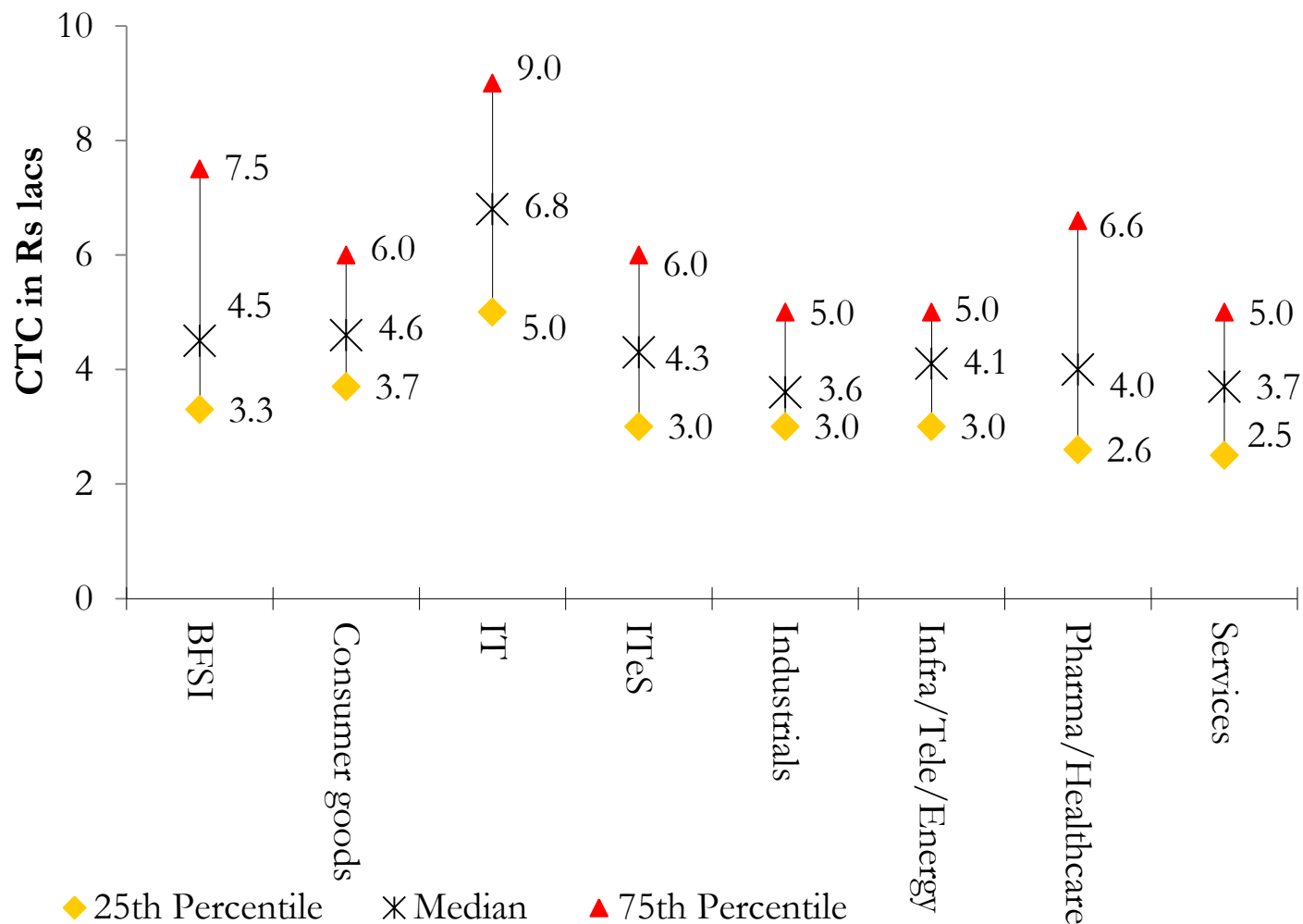
■ Rs 40-50 lacs

■ Rs 50-75 lacs

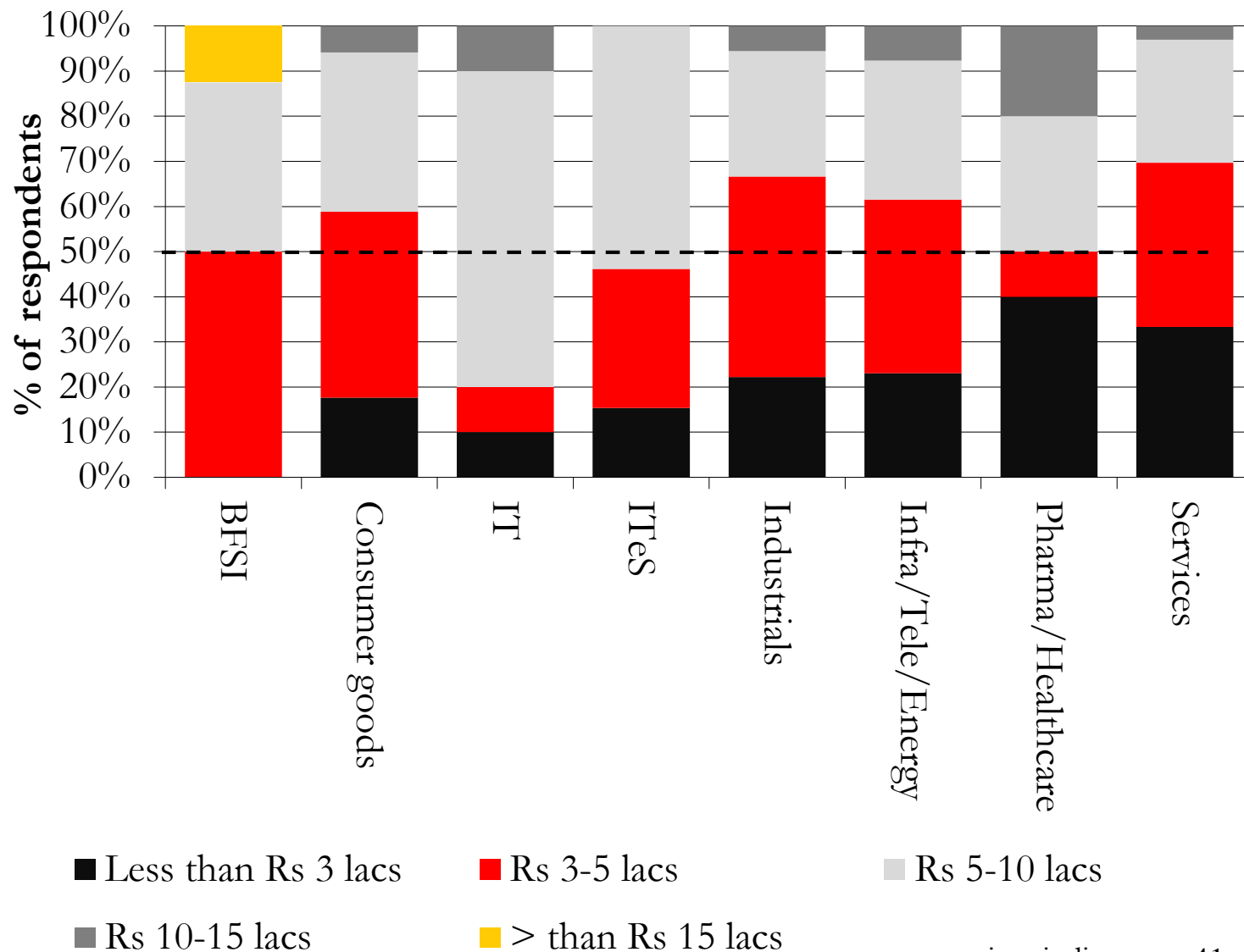
■ Rs 75 lacs-1 crore

■ Rs 1 crore or higher

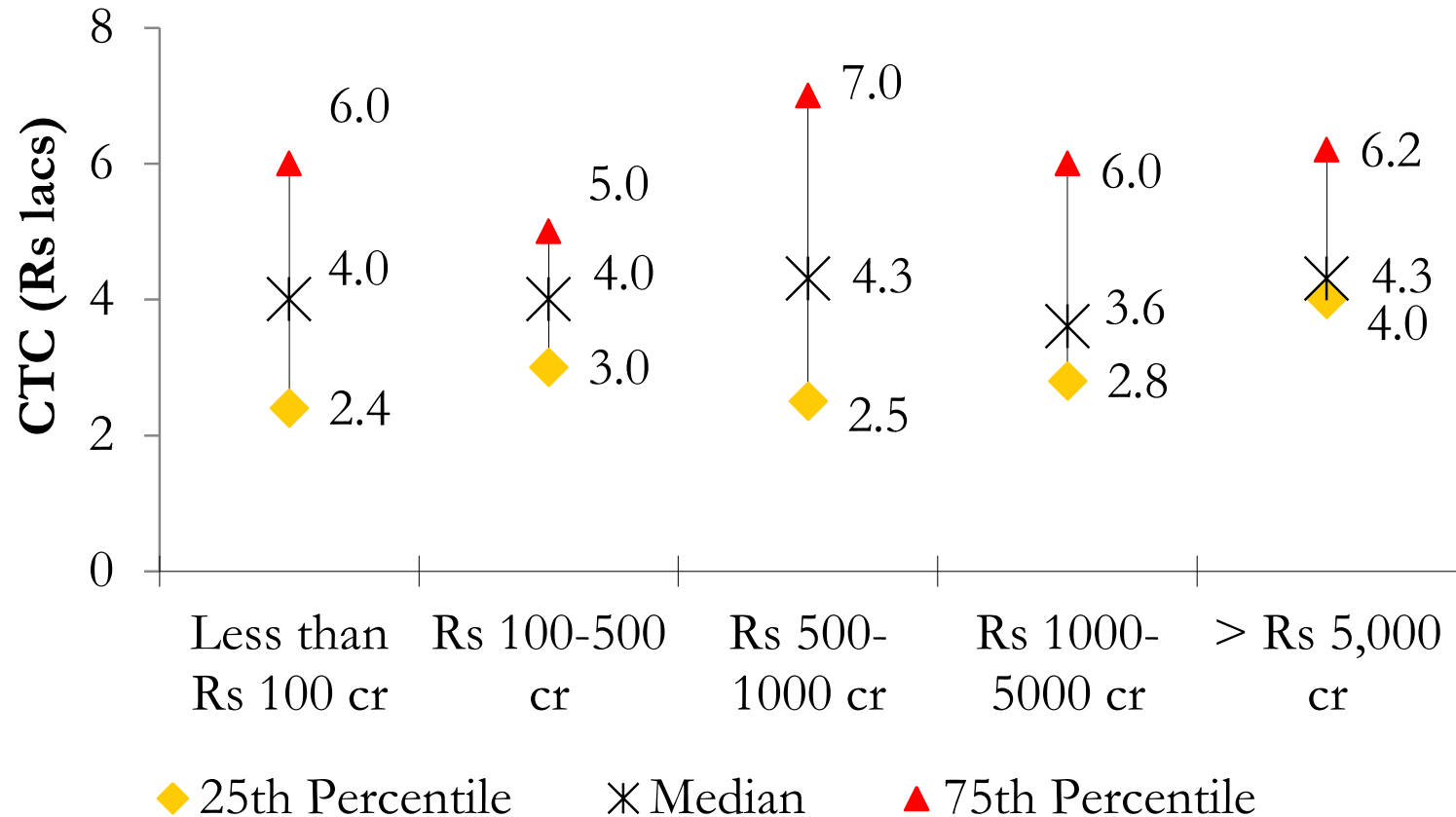
Total CTC, 2017-18: Entry-level, Sectoral



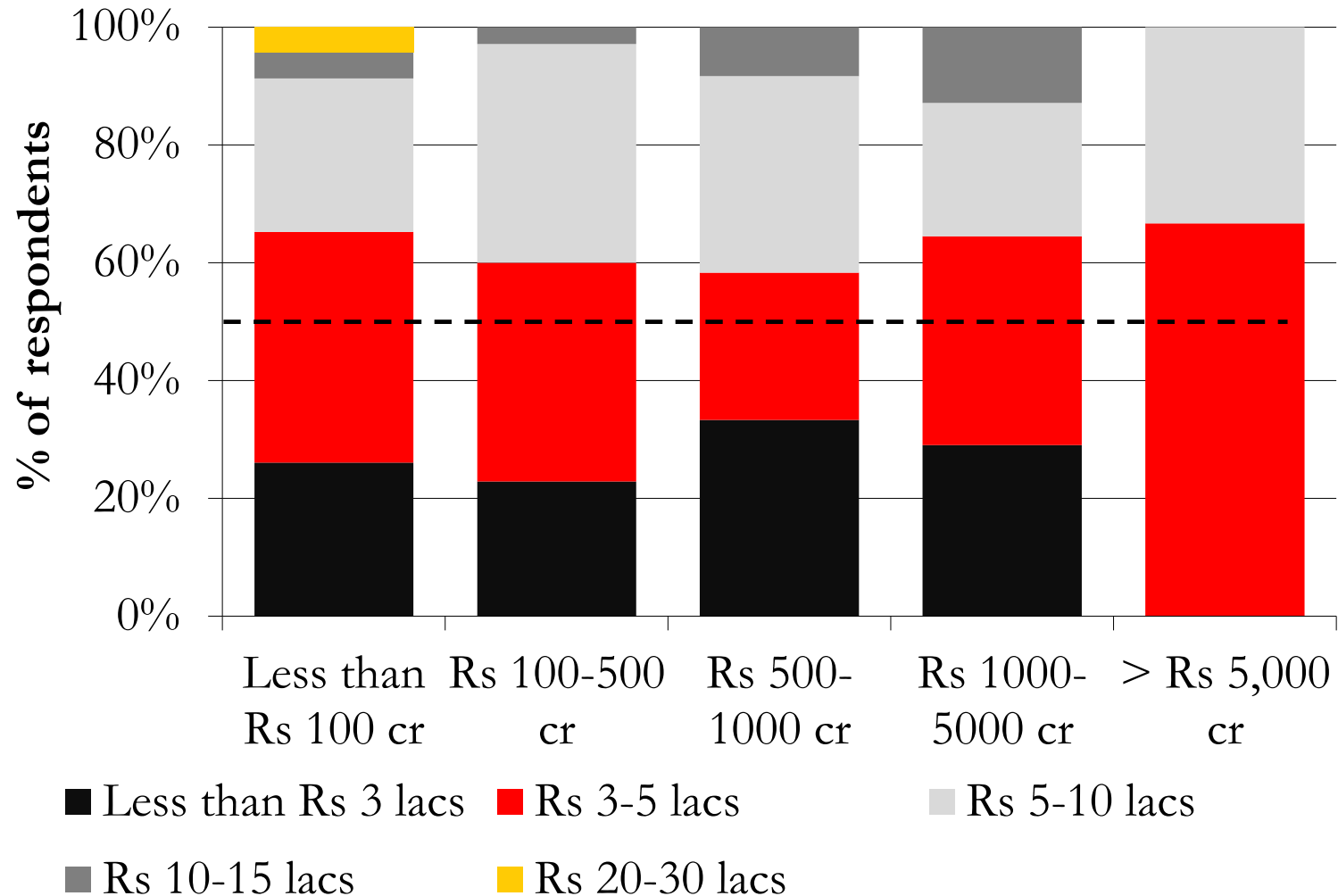
Total CTC, 2017-18: Entry-level, Sectoral



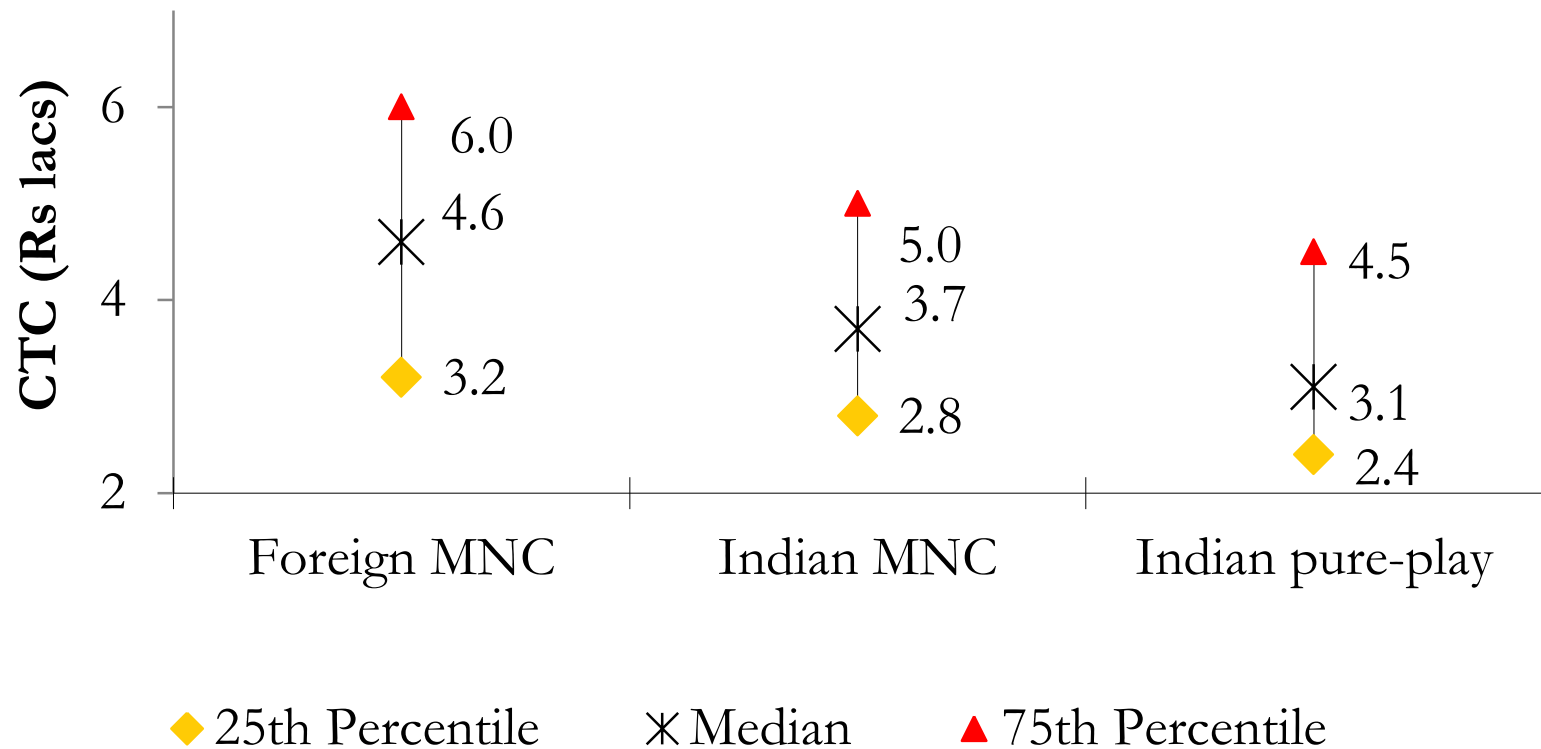
Total CTC, 2017-18: Entry-level, By company turnover



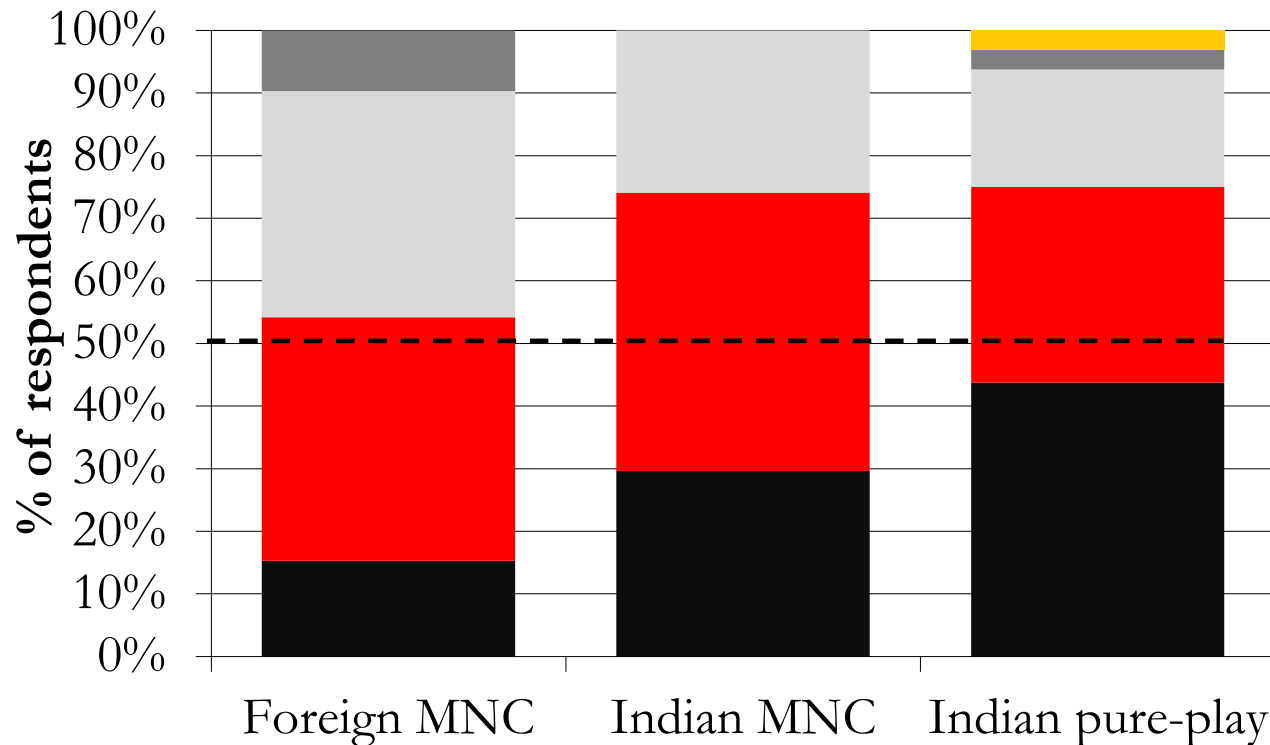
Total CTC, 2017-18: Entry-level, By company turnover



Total CTC, 2017-18: Entry-level, By company ownership



Total CTC, 2017-18: Entry-level, By company ownership



■ Less than Rs 3 lacs

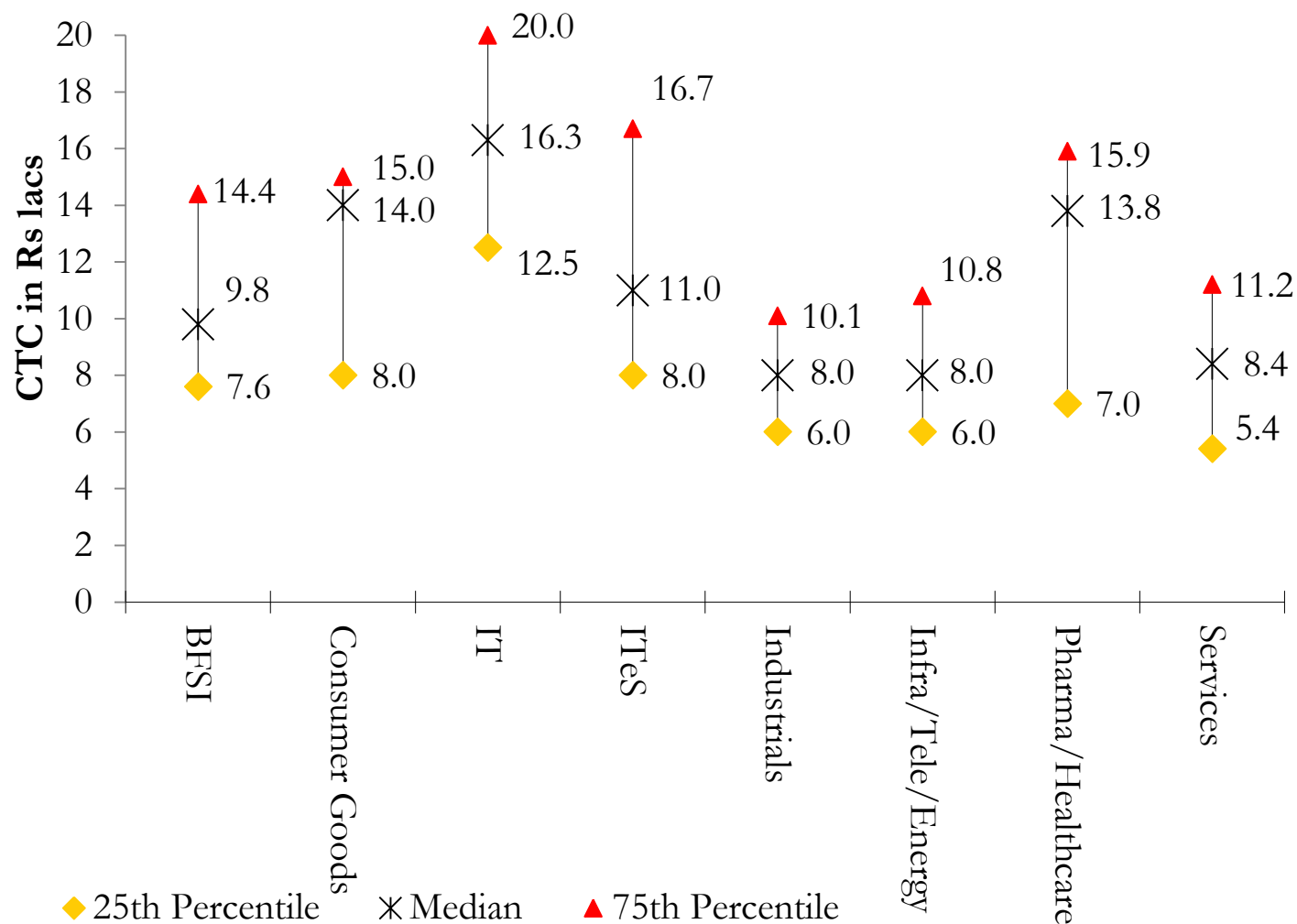
■ Rs 3-5 lacs

■ Rs 5-10 lacs

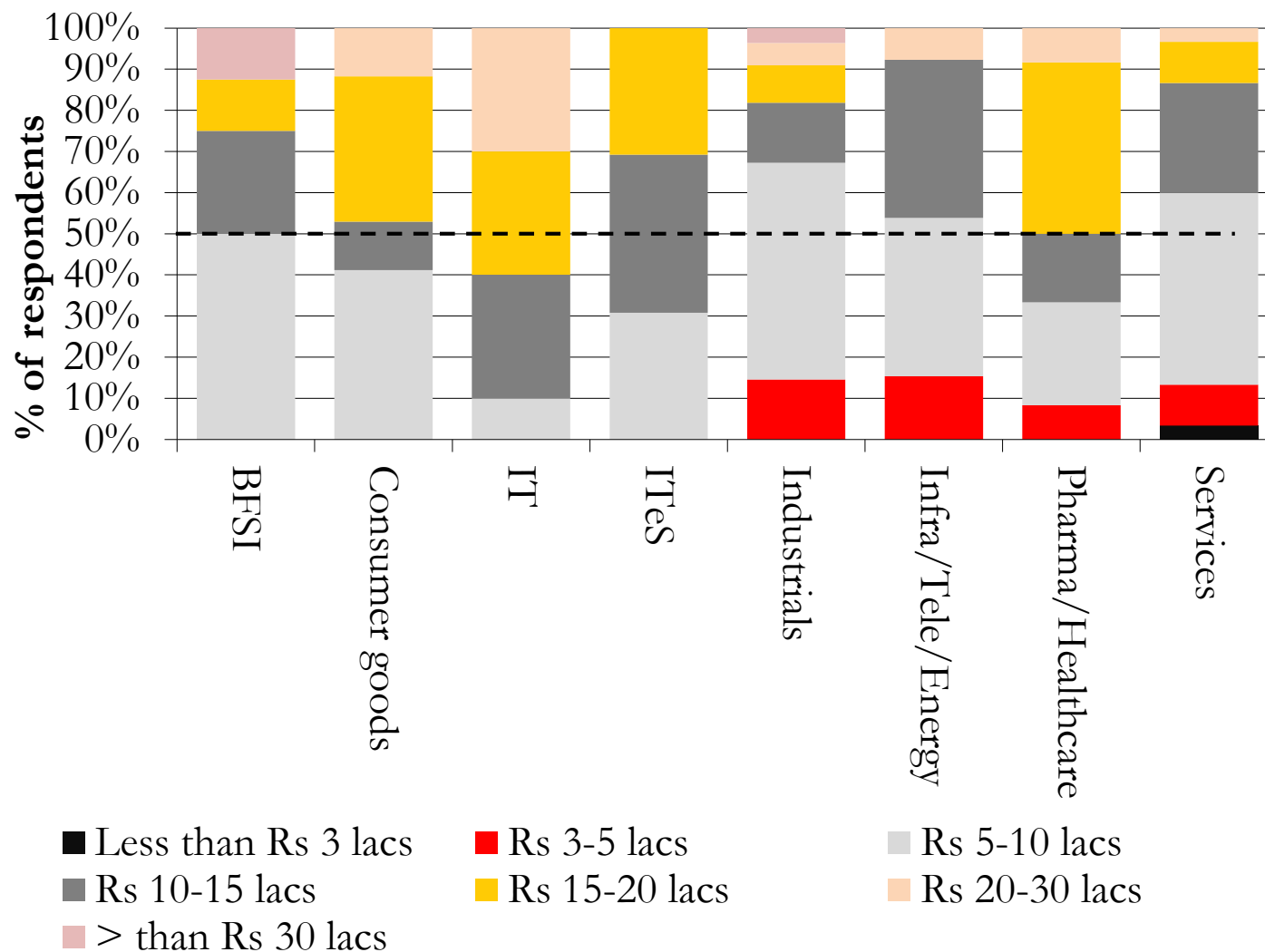
■ Rs 10-15 lacs

■ Rs 20-30 lacs

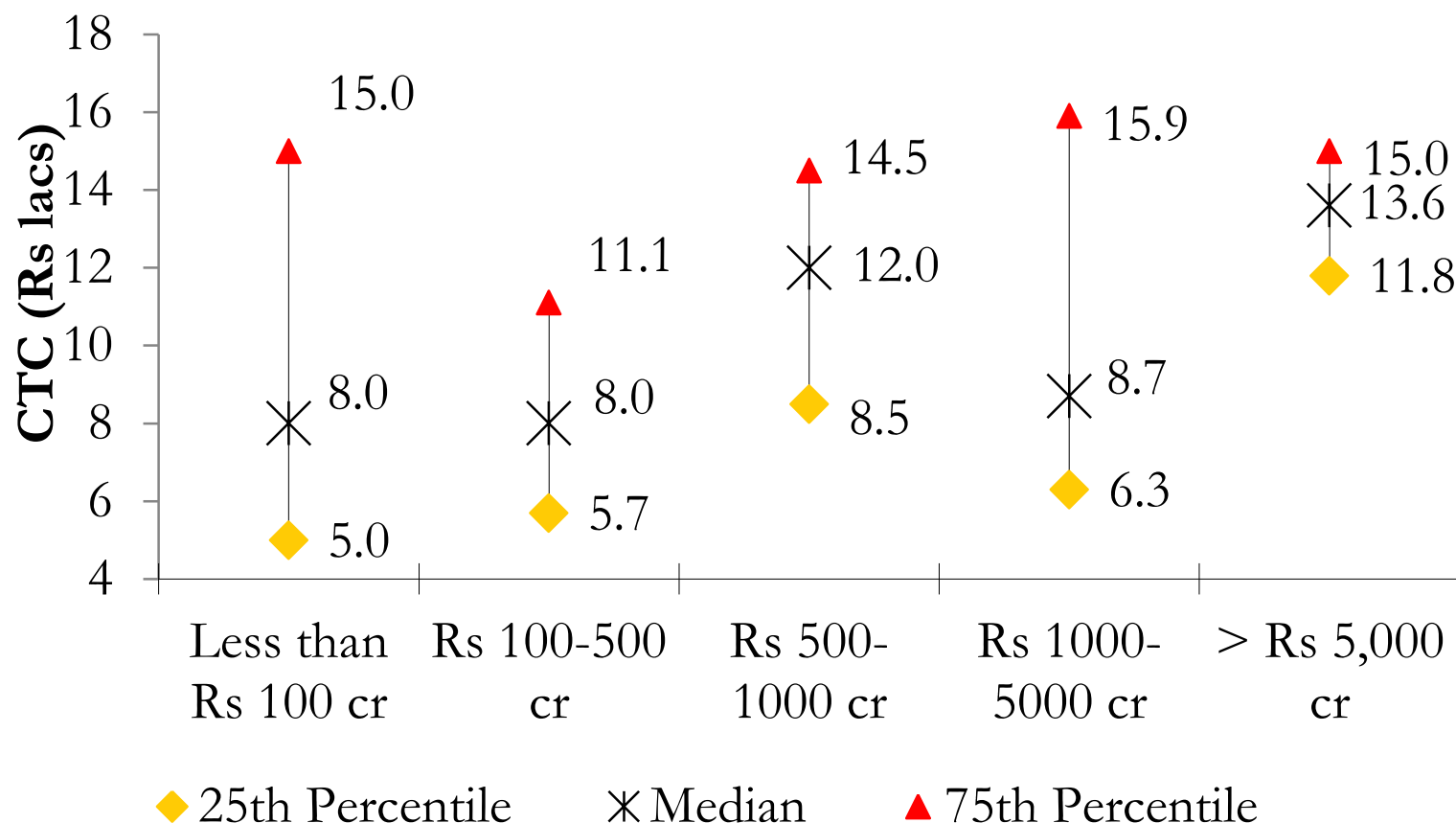
Total CTC, 2017-18: Junior Management, Sectoral



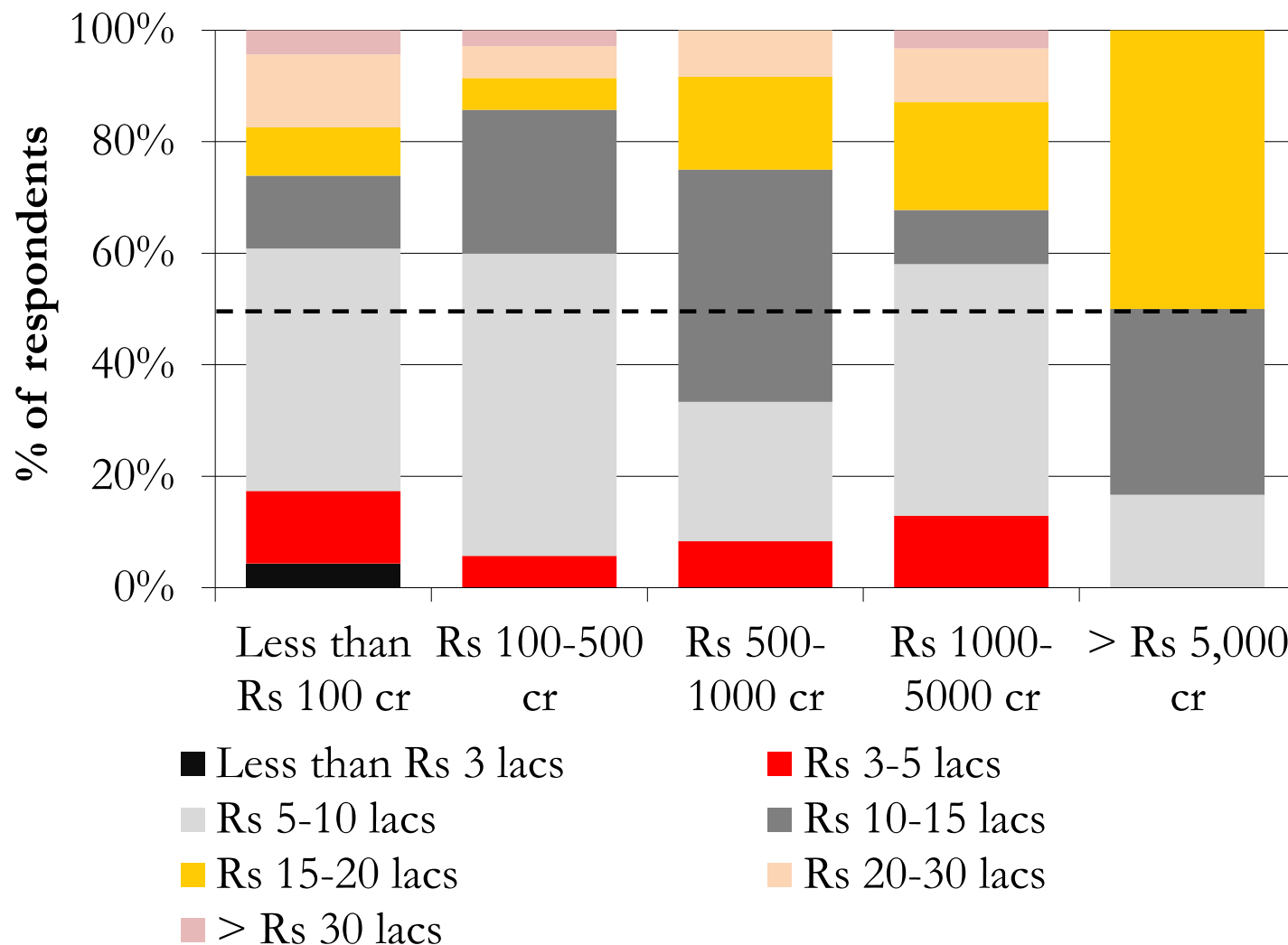
Total CTC, 2017-18: Junior Management, Sectoral



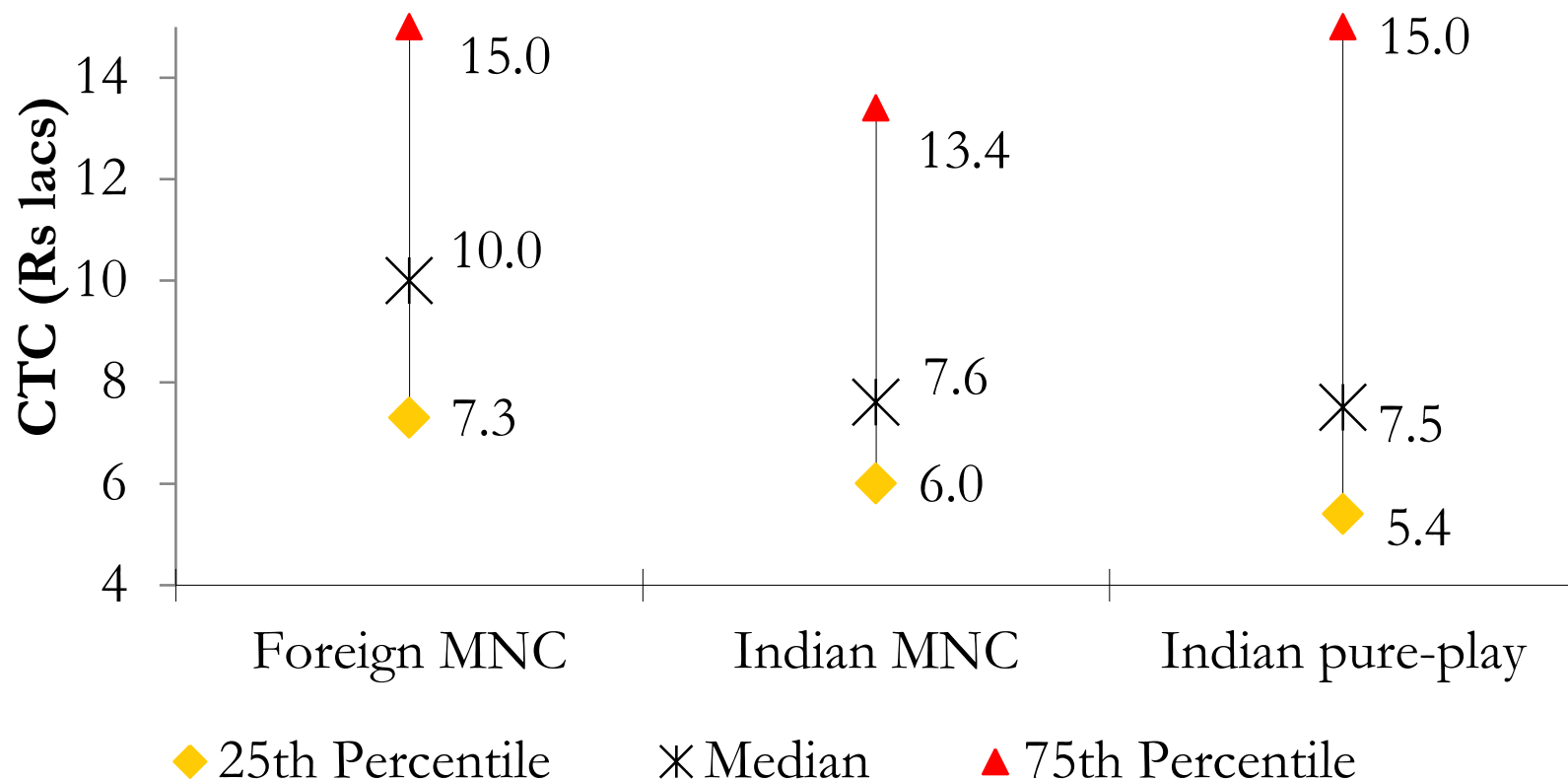
Total CTC, 2017-18: Junior Management, By company turnover



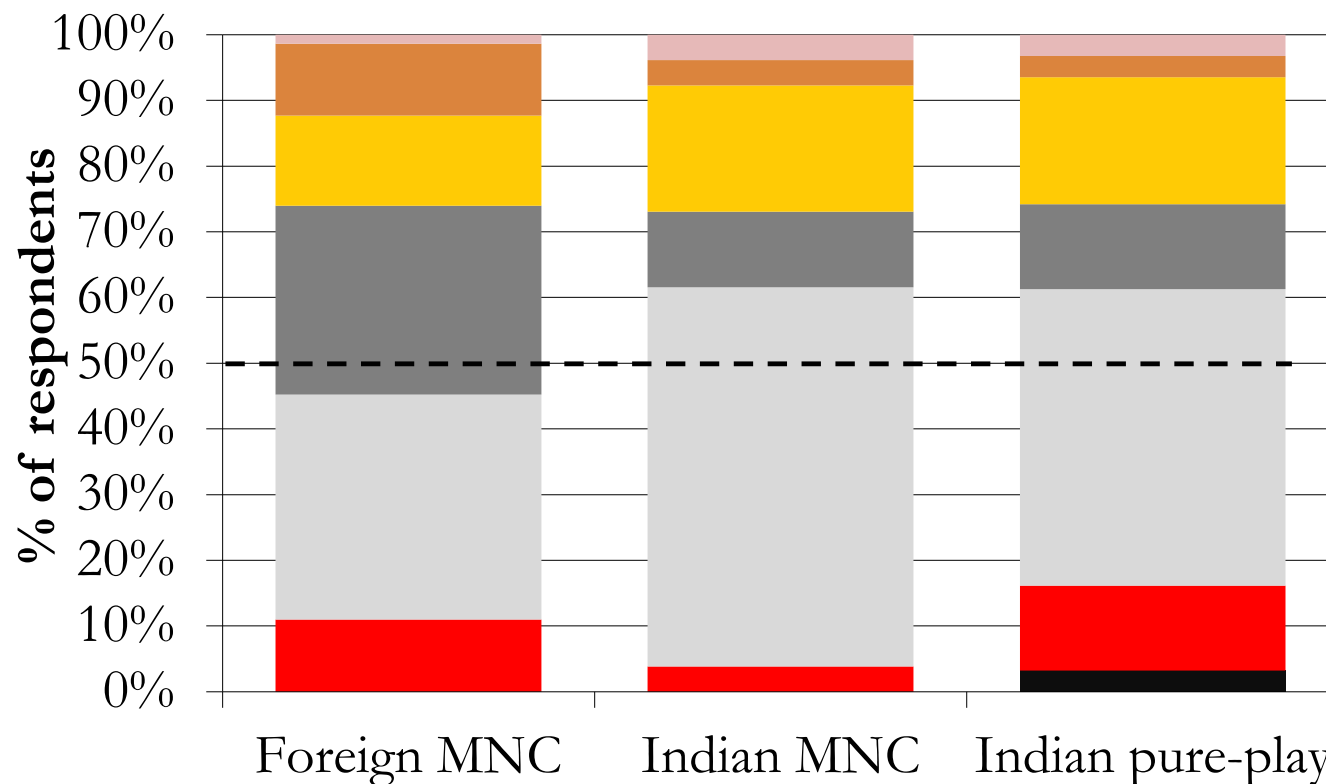
Total CTC, 2017-18: Junior Management, By company turnover



Total CTC, 2016-17: Junior Management, By company ownership

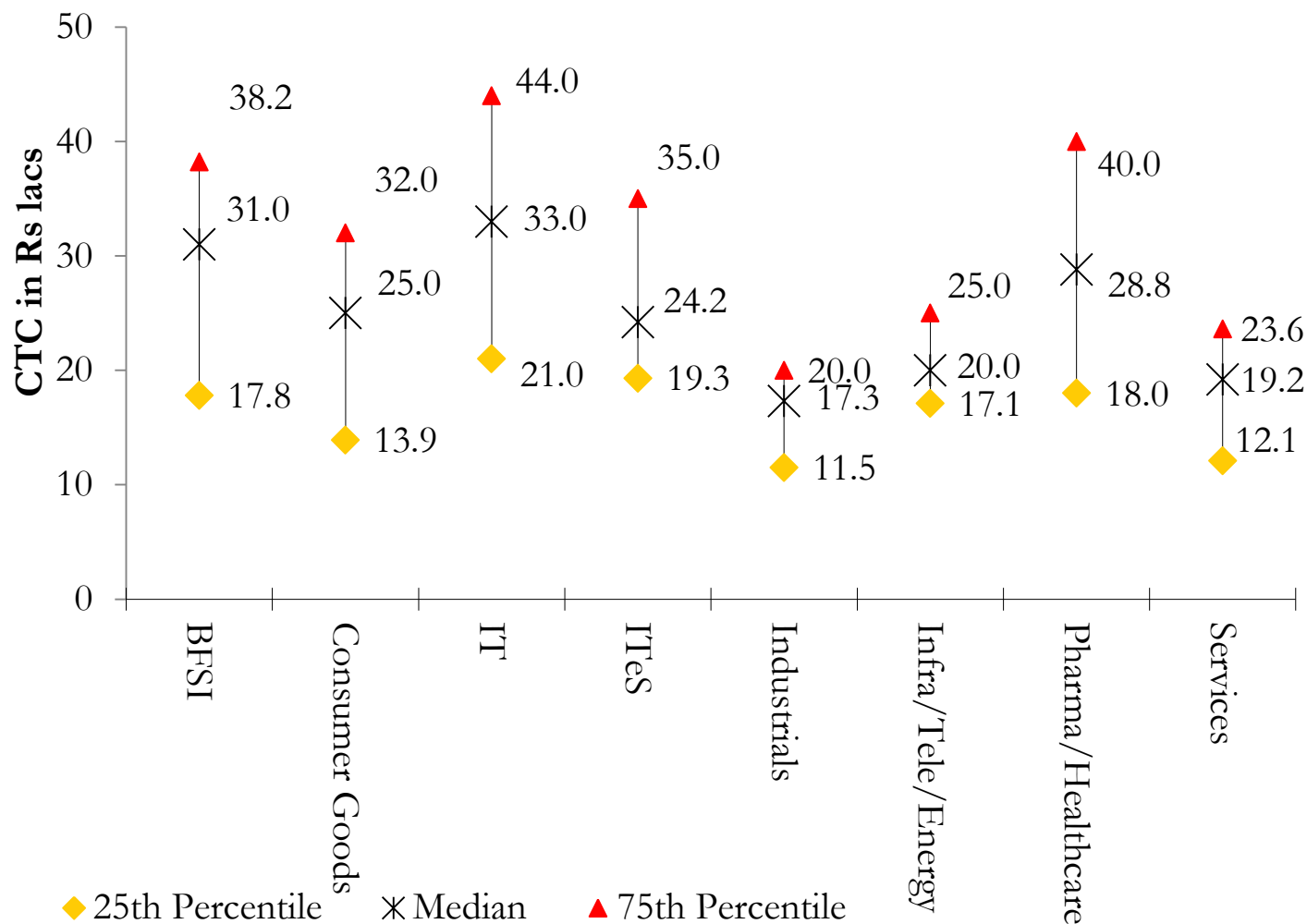


Total CTC, 2016-17: Junior Management, By company ownership

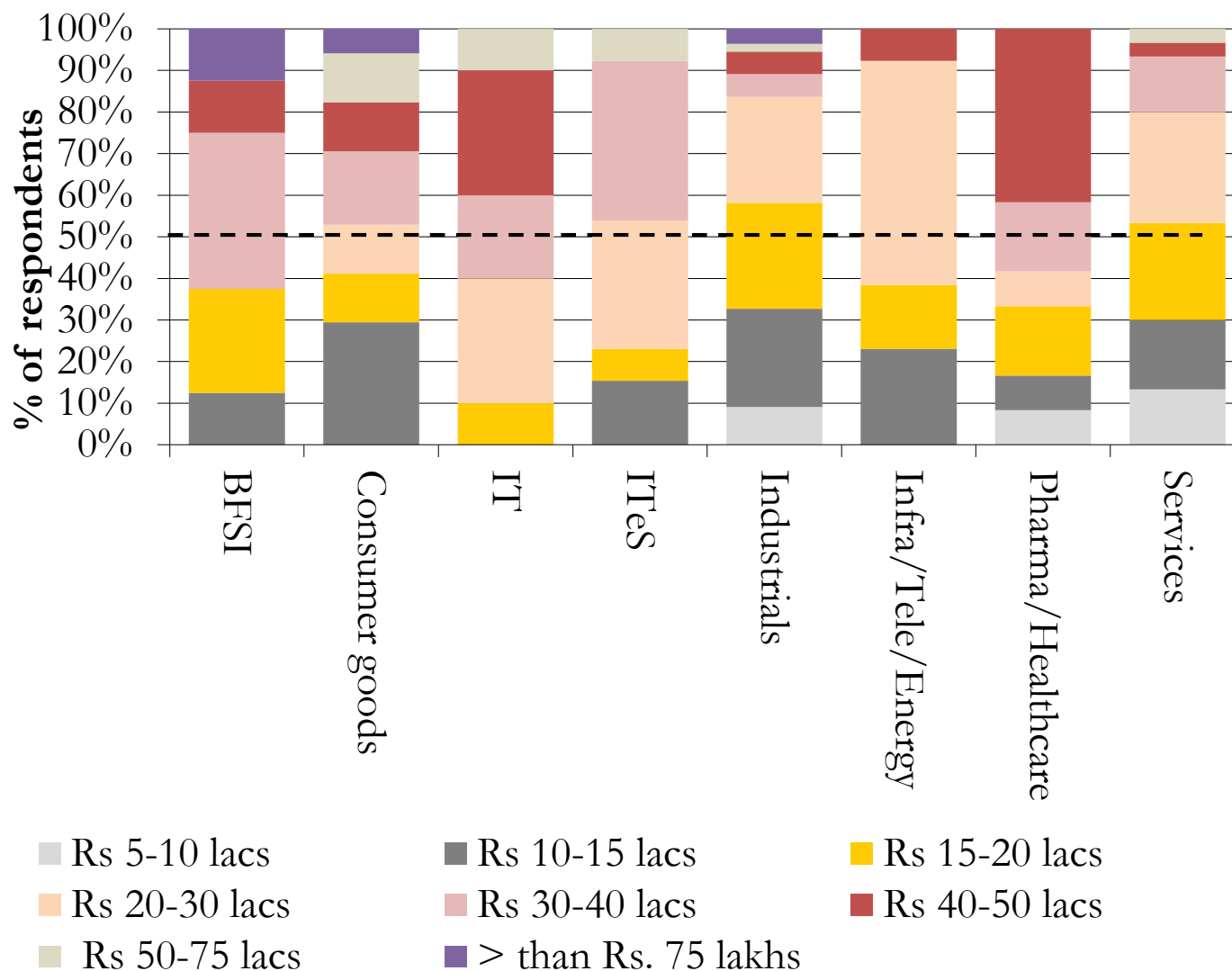


- Less than Rs 3 lacs
- Rs 3-5 lacs
- Rs 5-10 lacs
- Rs 10-15 lacs
- Rs 15-20 lacs
- Rs 20-30 lacs
- > Rs 30 lakhs

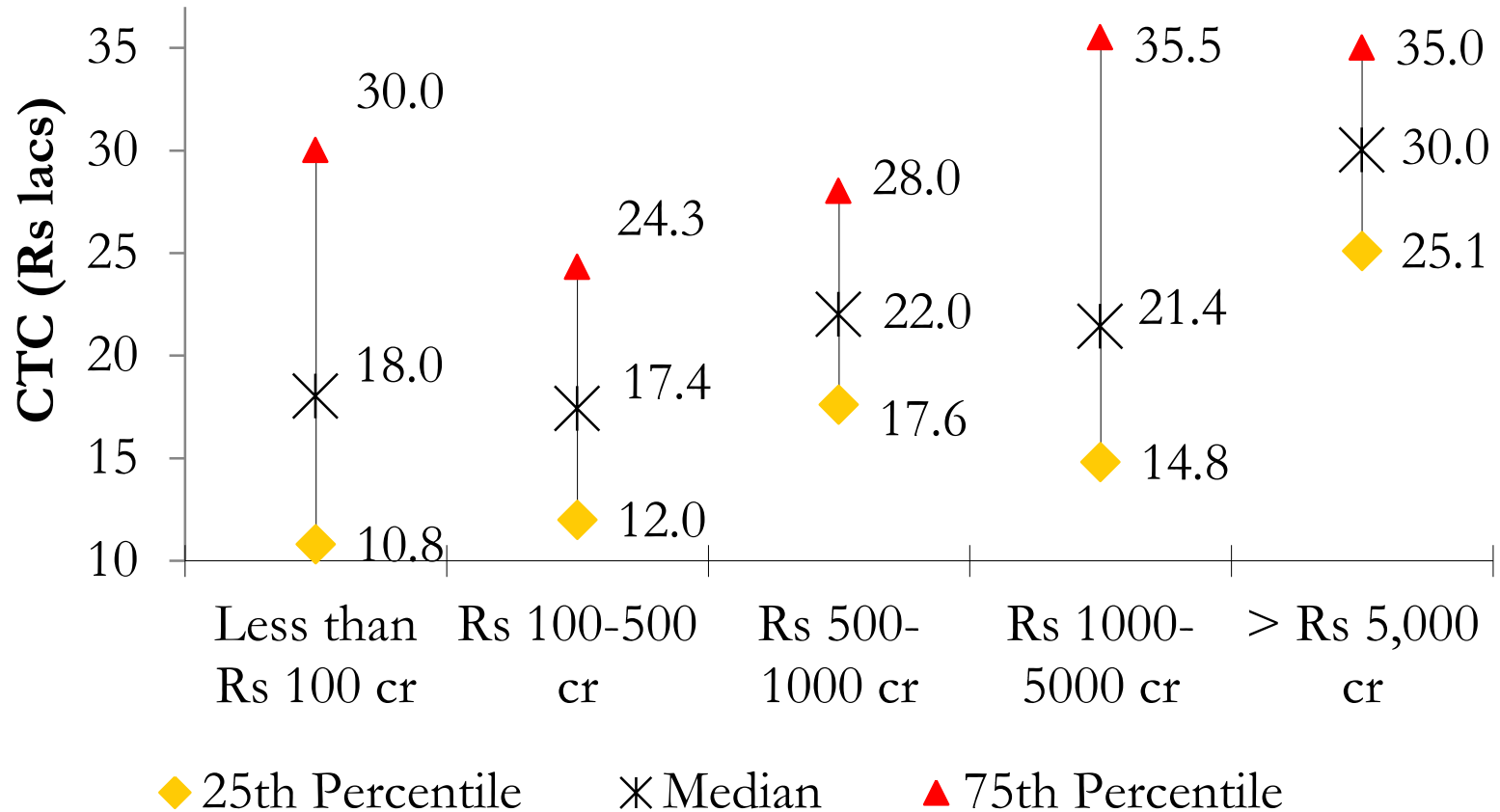
Total CTC, 2017-18: Middle Management, Sectoral



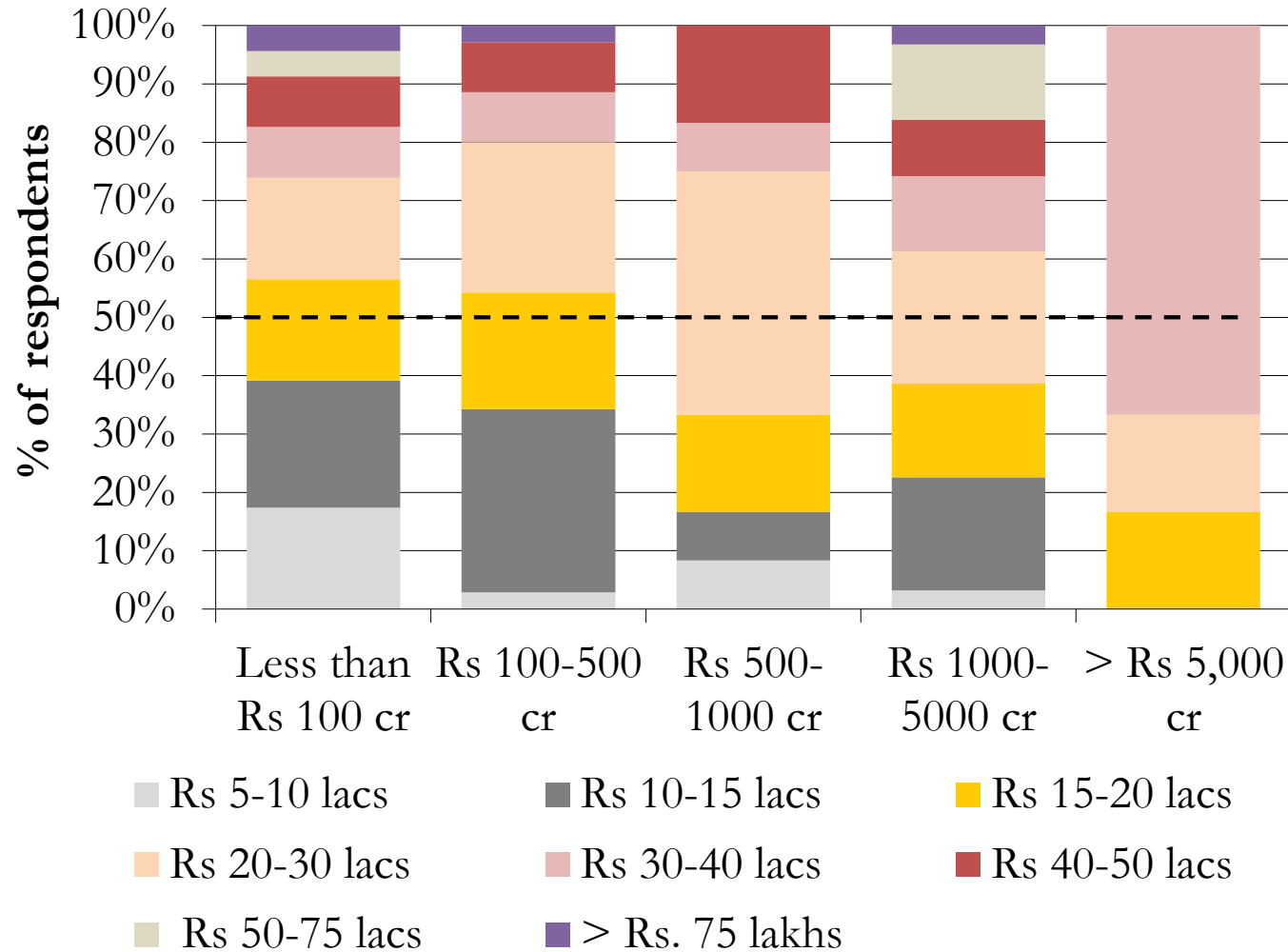
Total CTC, 2017-18: Middle Management, Sectoral



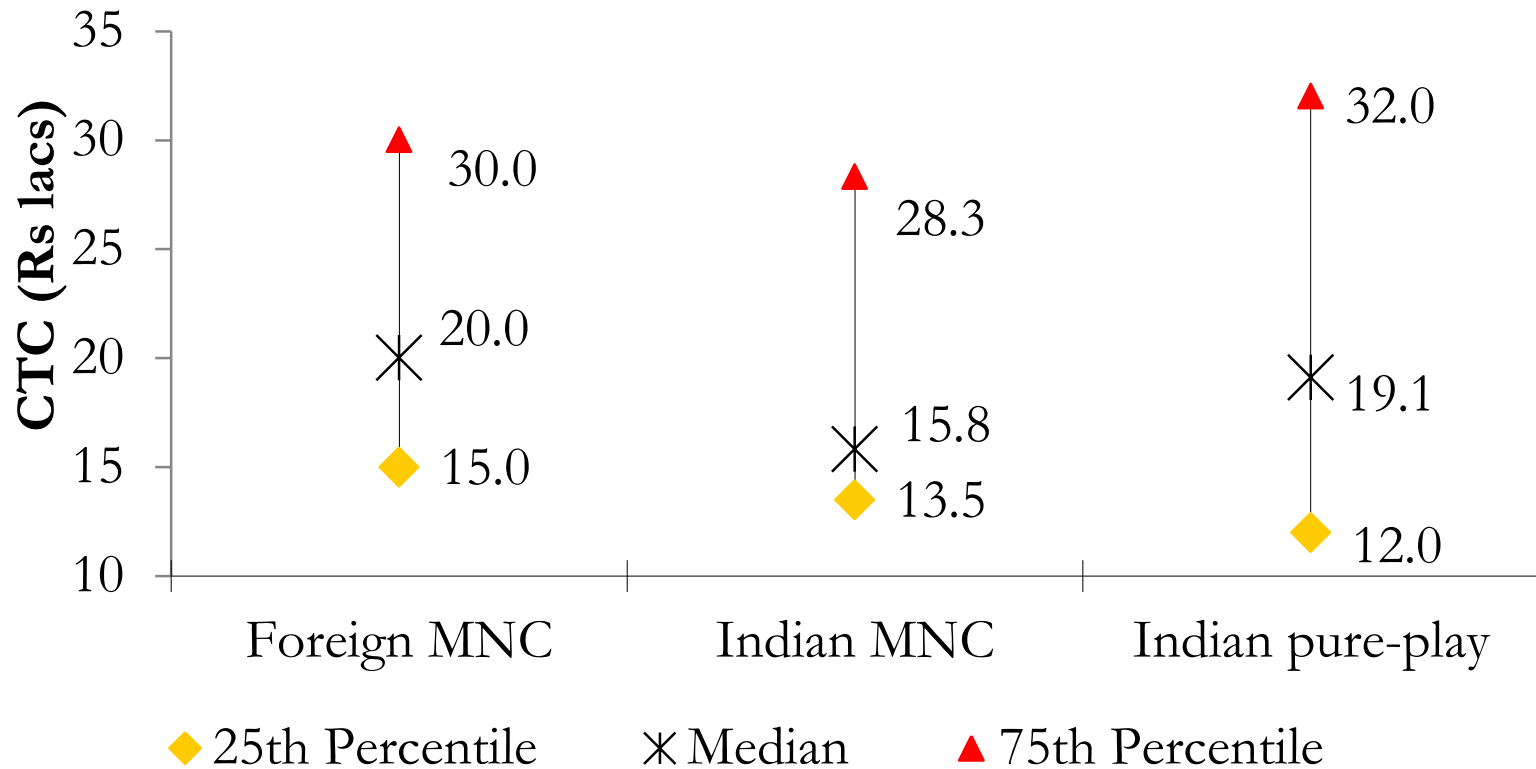
Total CTC, 2017-18: Middle Management, By company turnover



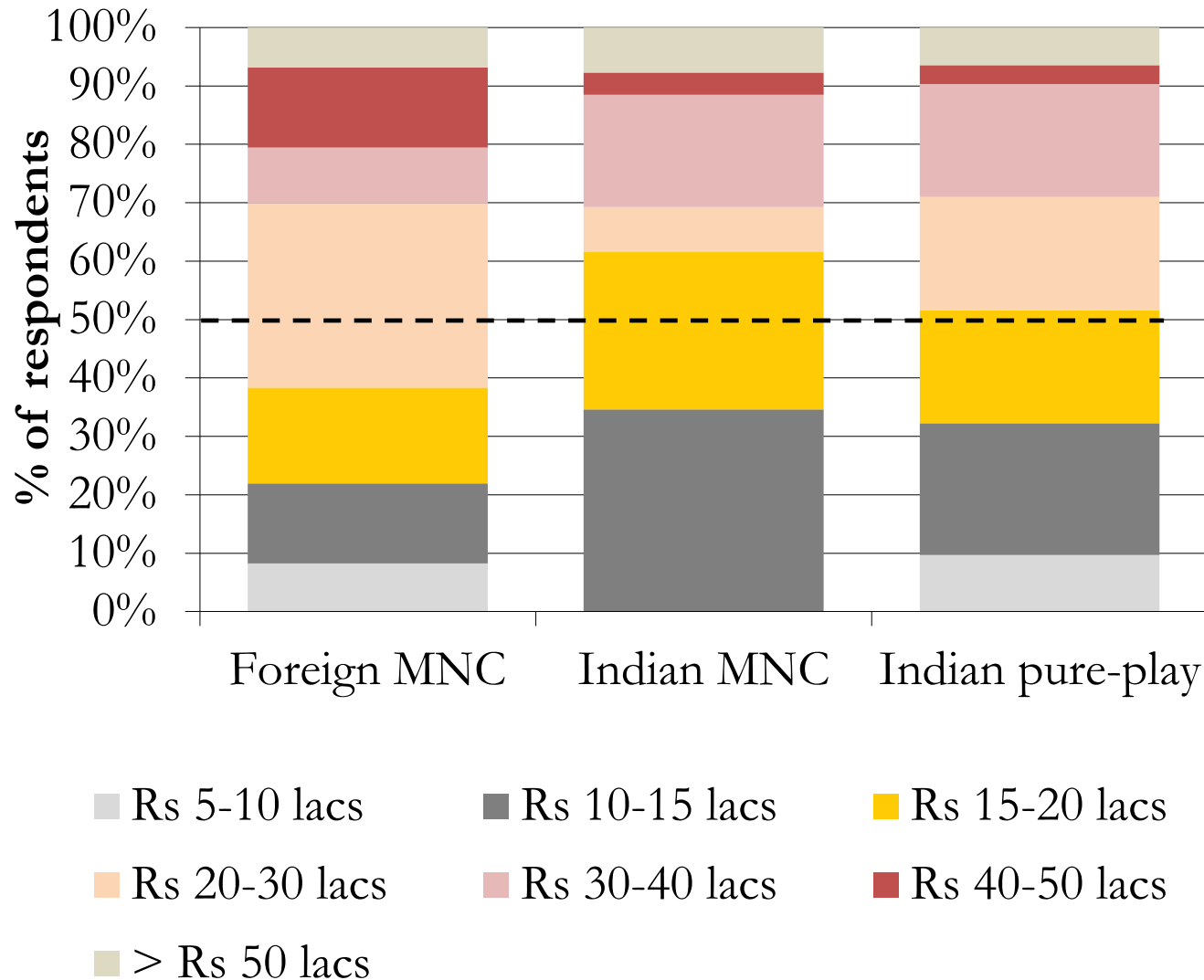
Total CTC, 2017-18: Middle Management, By company turnover



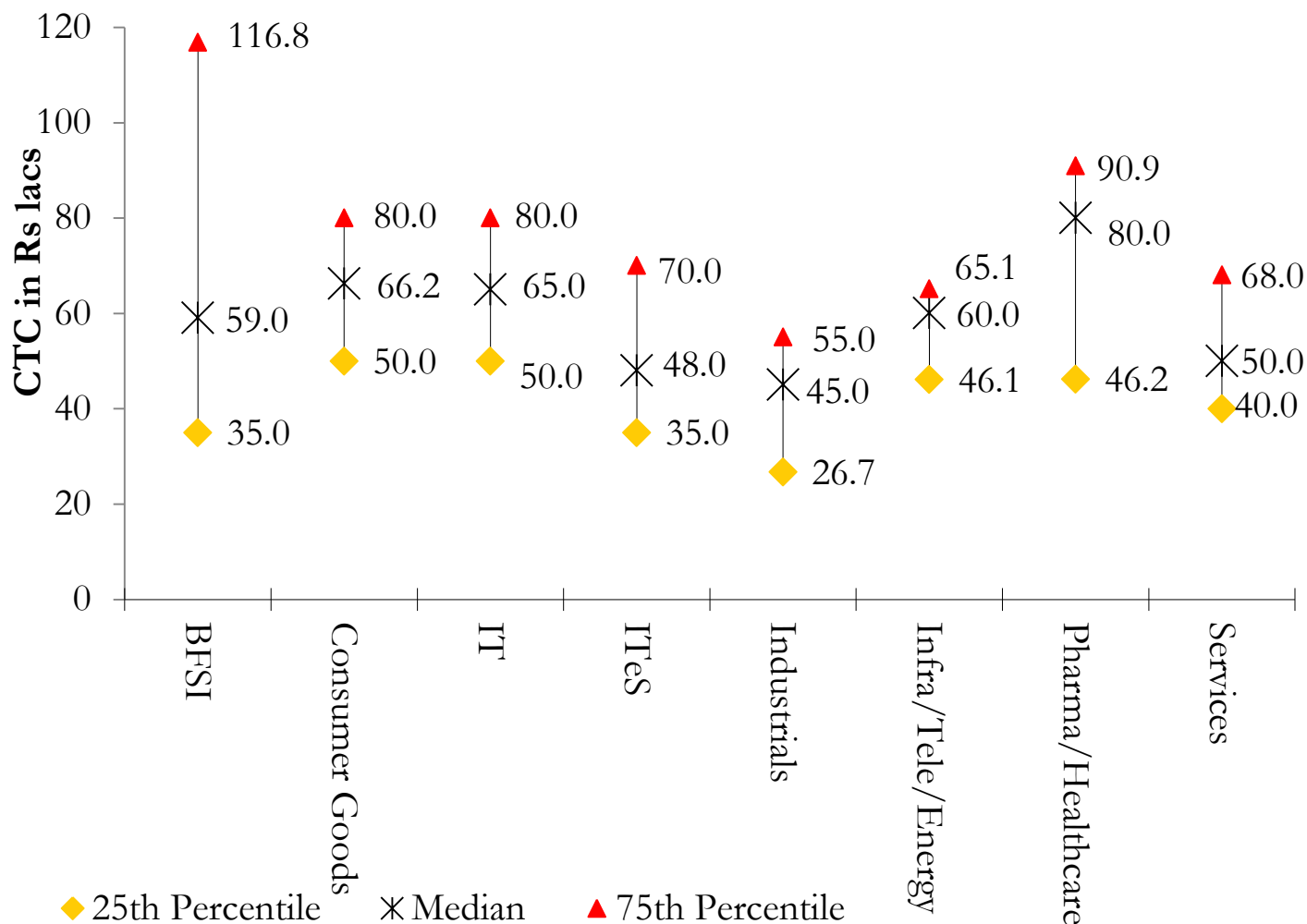
Total CTC, 2017-18: Middle Management, By company ownership



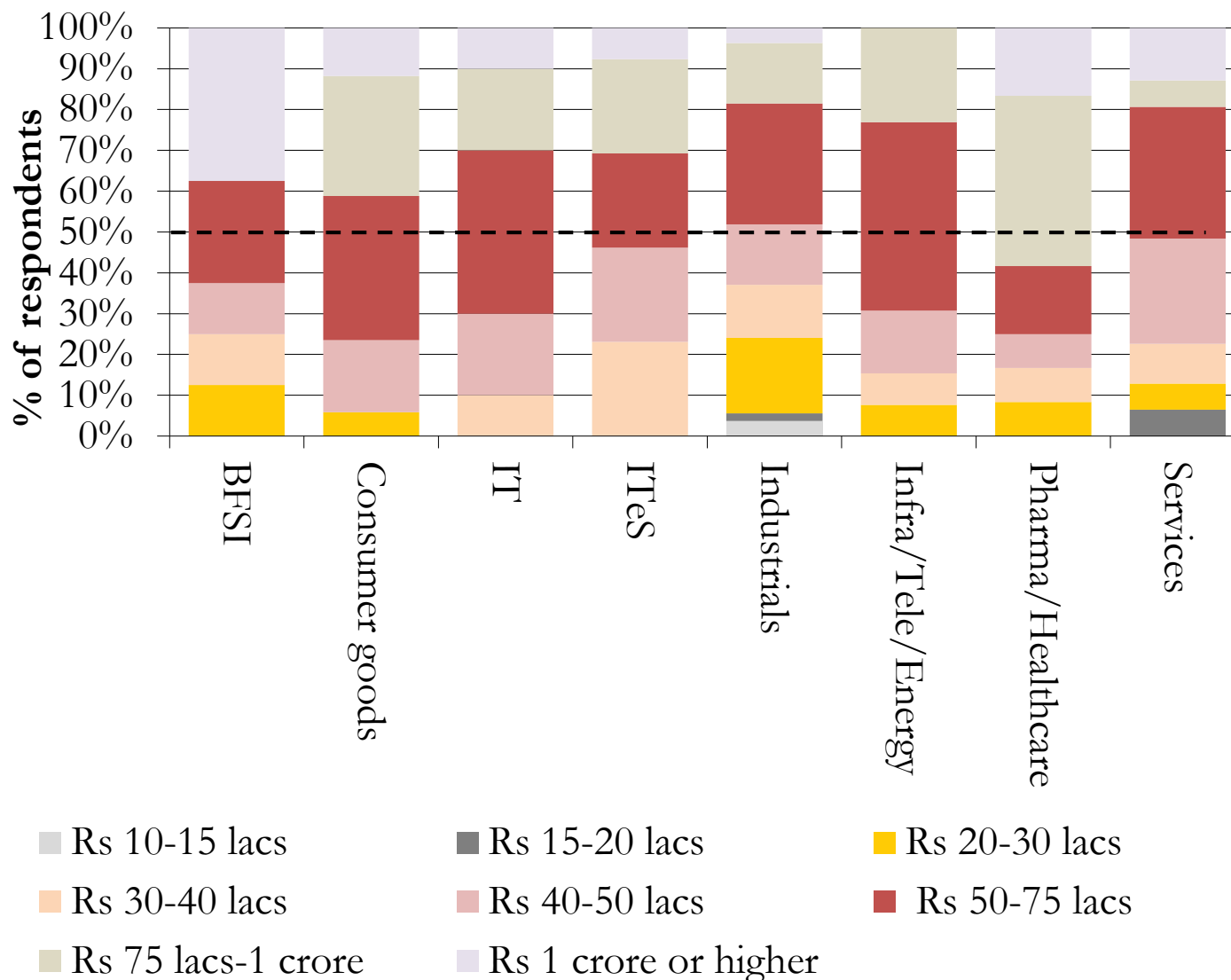
Total CTC, 2017-18: Middle Management, By company ownership



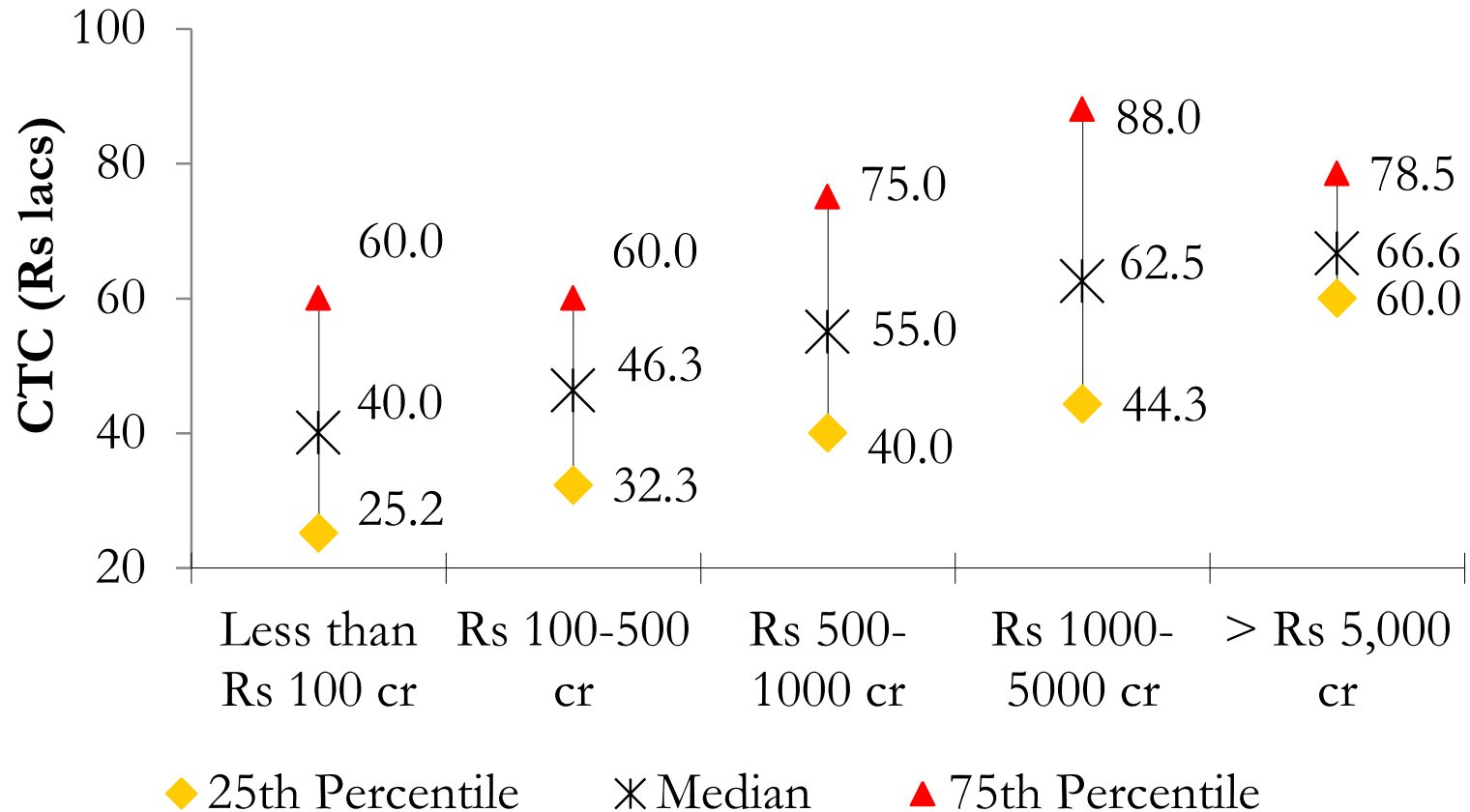
Total CTC, 2017-18: Senior Management, Sectoral



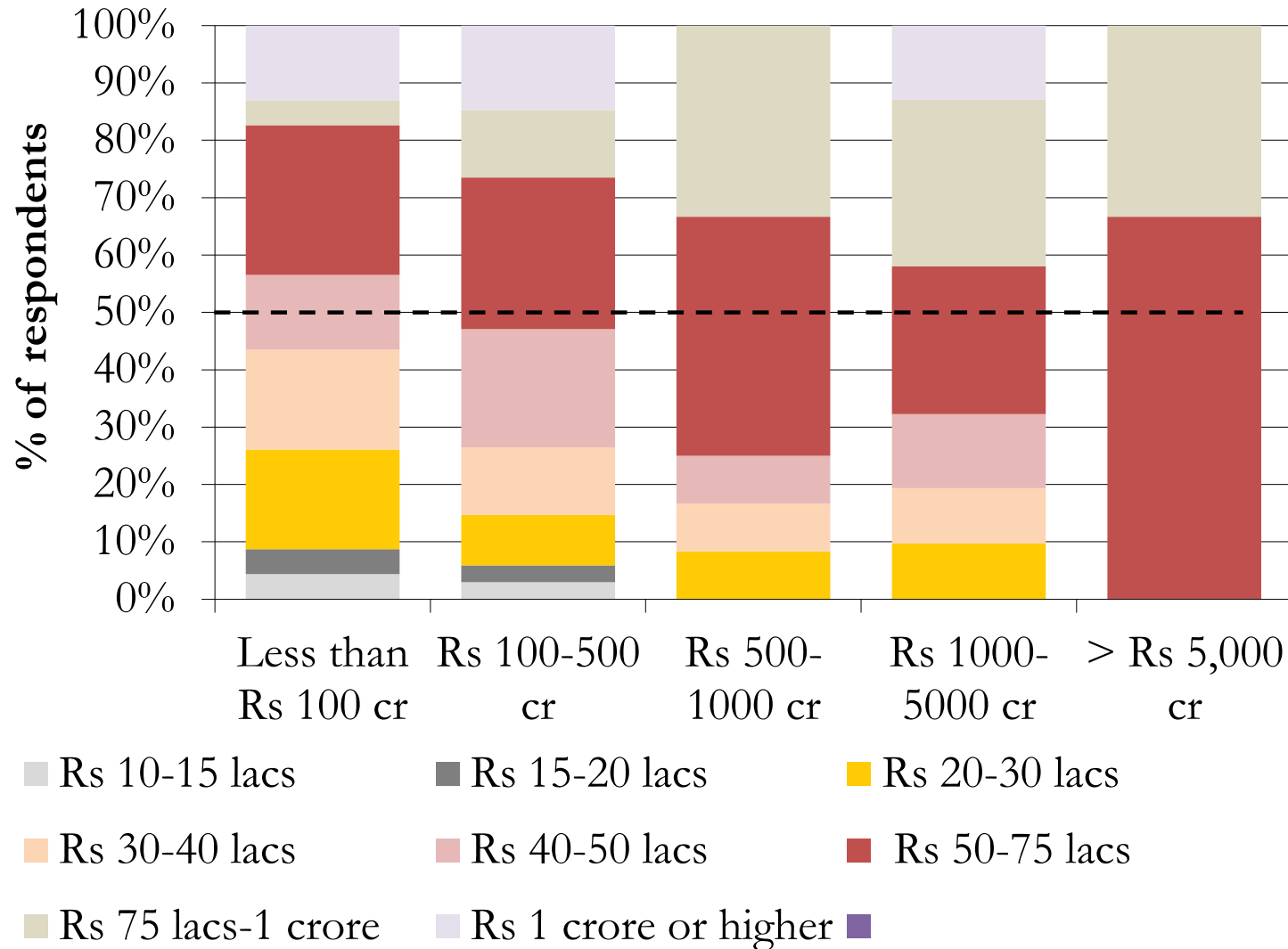
Total CTC, 2017-18: Senior Management, Sectoral



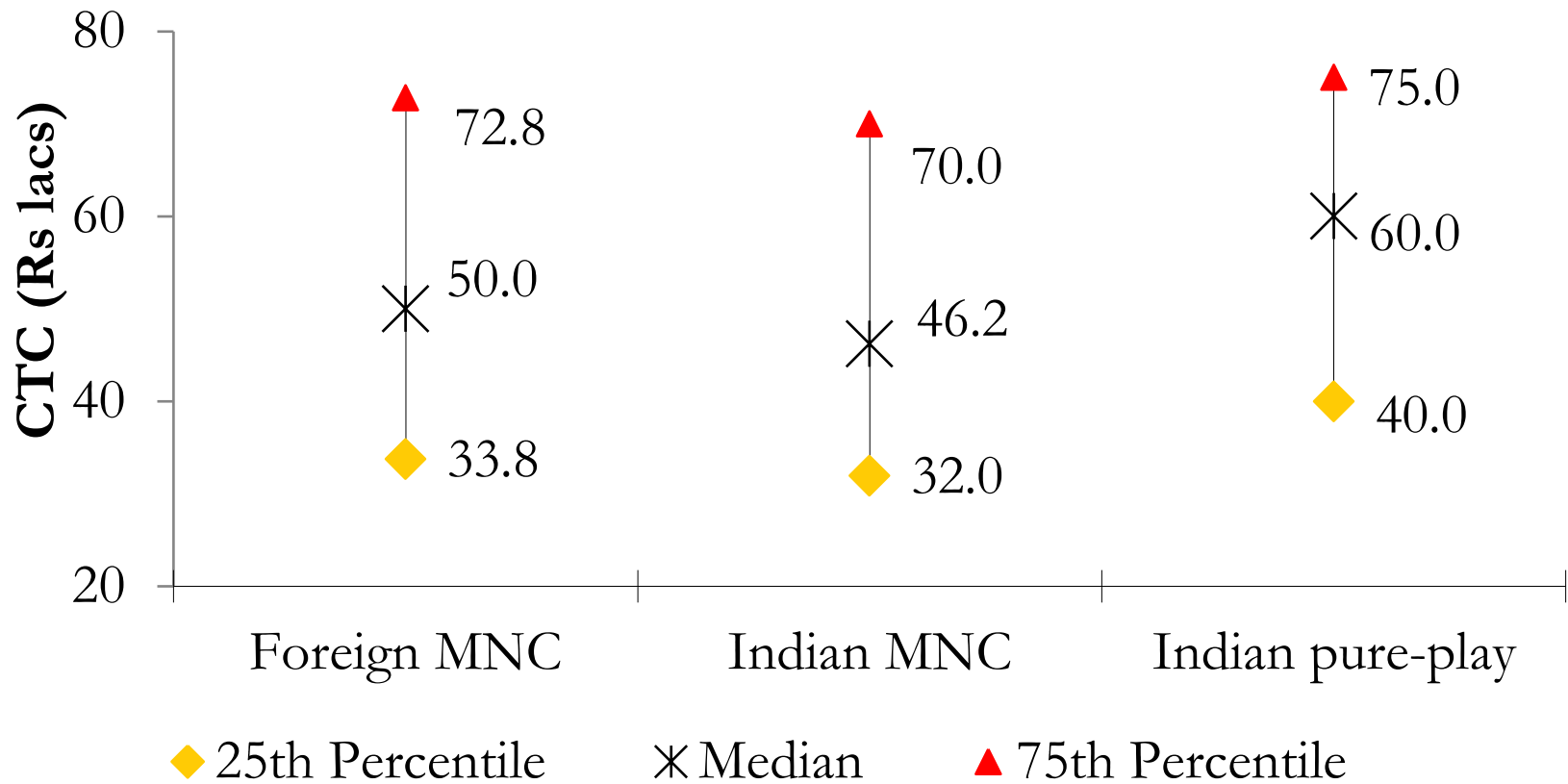
Total CTC, 2017-18: Senior Management, By company turnover



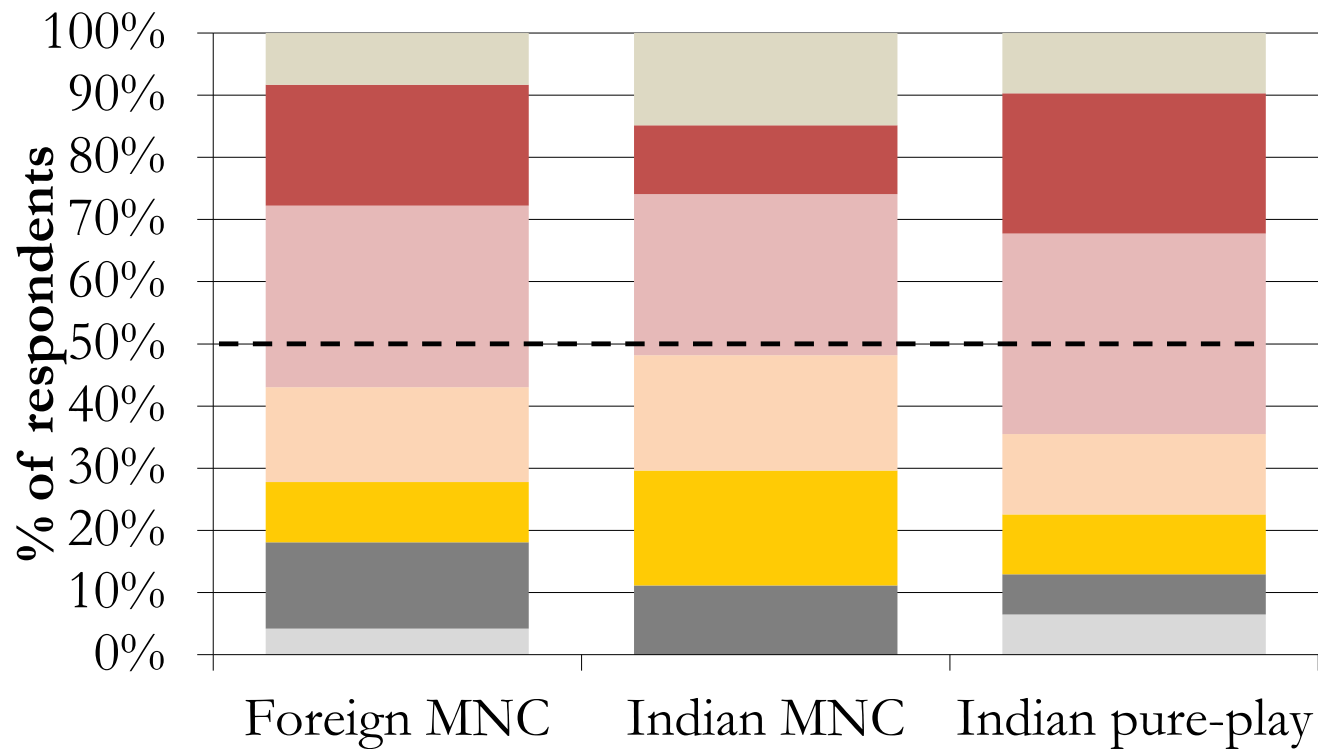
Total CTC, 2017-18: Senior Management, By company turnover



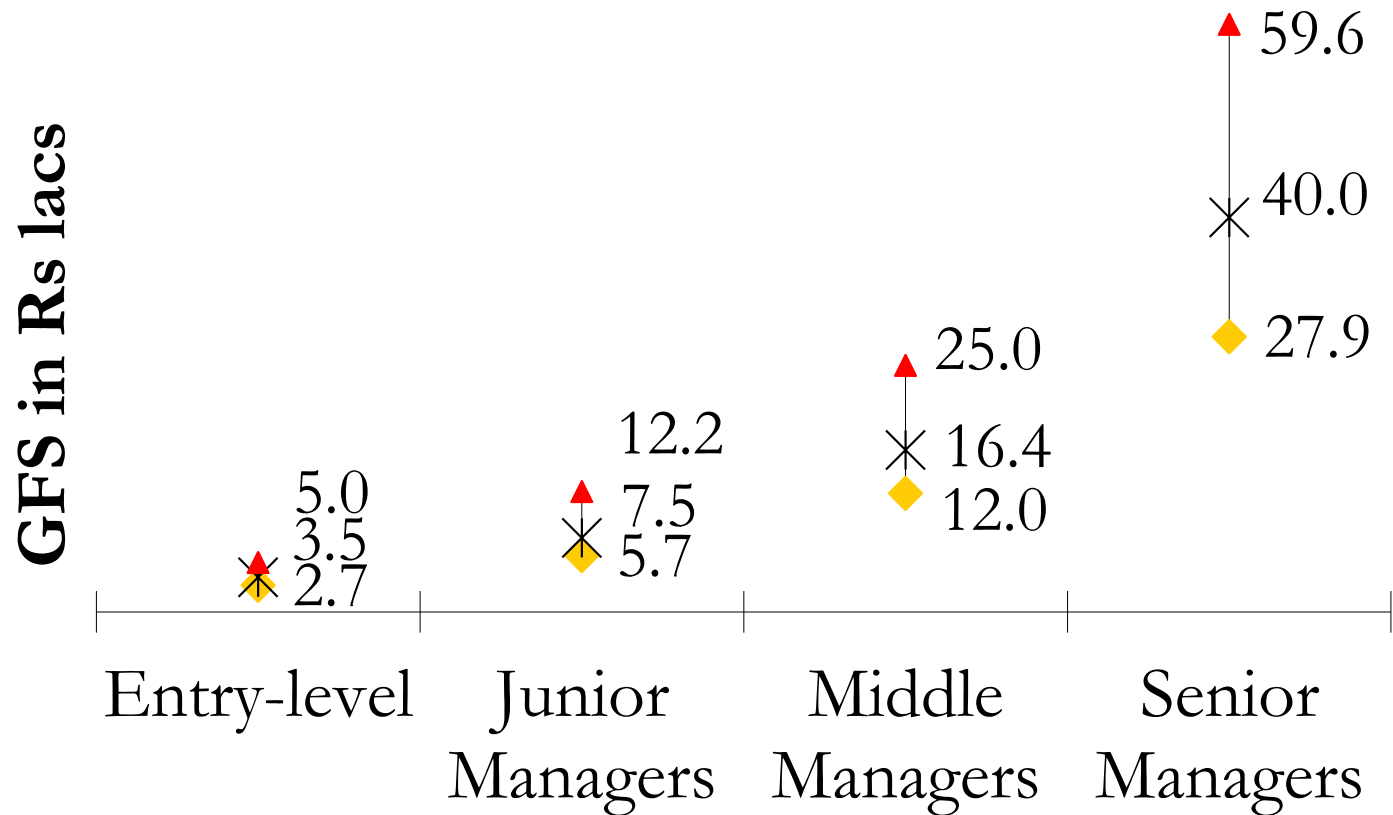
Total CTC, 2017-18: Senior Management, By company ownership



Total CTC, 2017-18: Senior Management, By company ownership

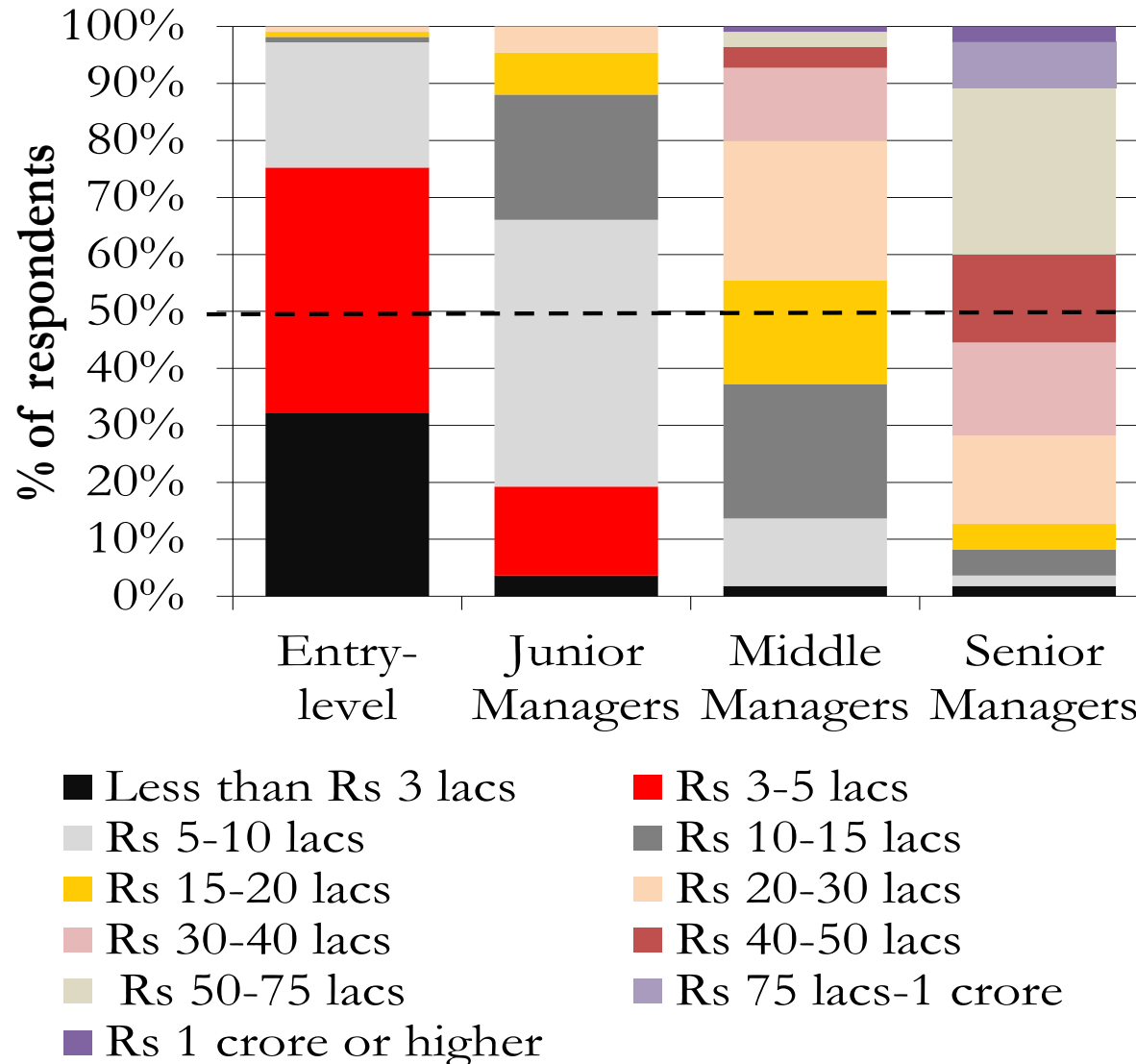


GFS, 2017-18: Entry-level to Senior Management

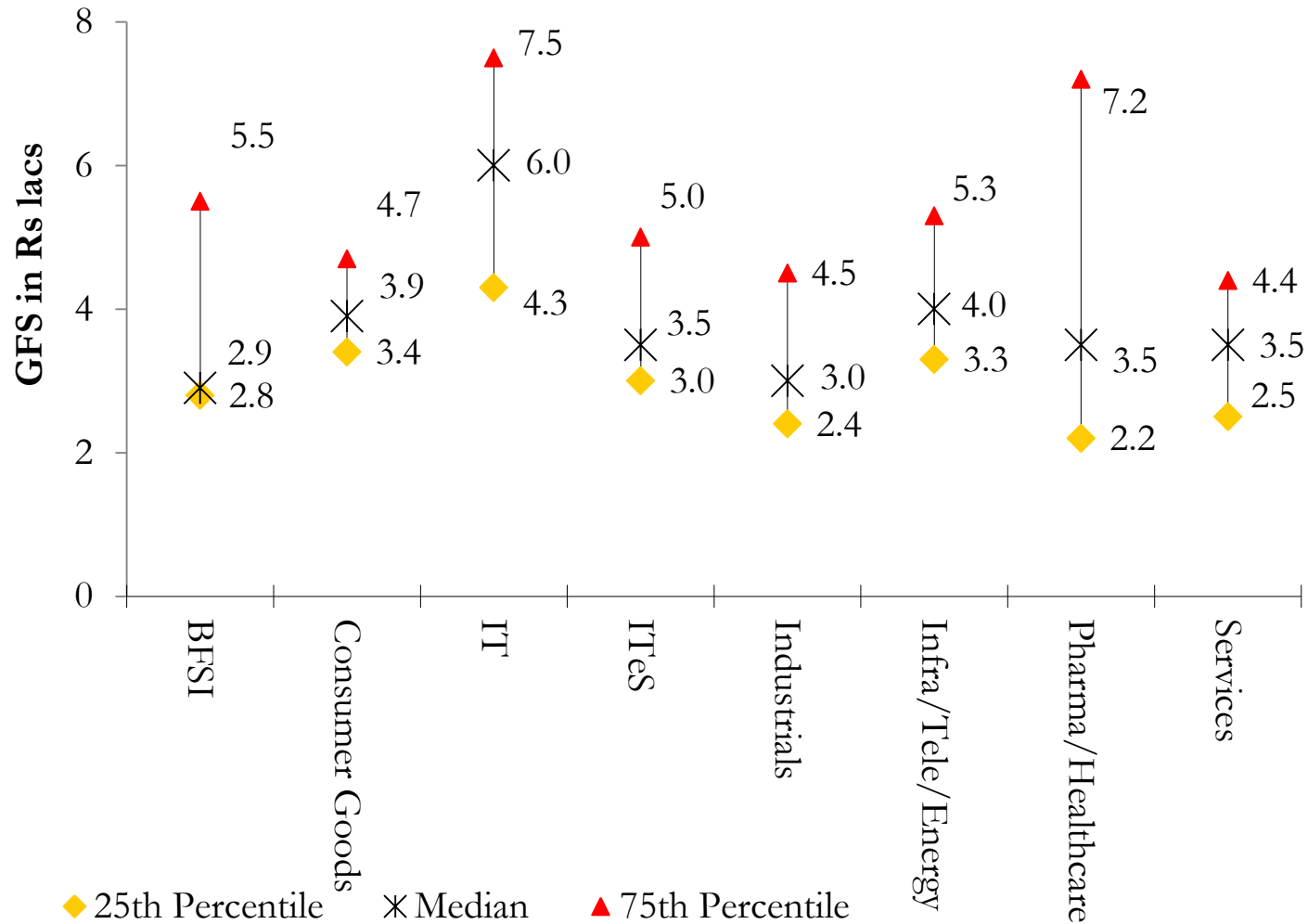


◆ 25th Percentile ✕ Median ▲ 75th Percentile

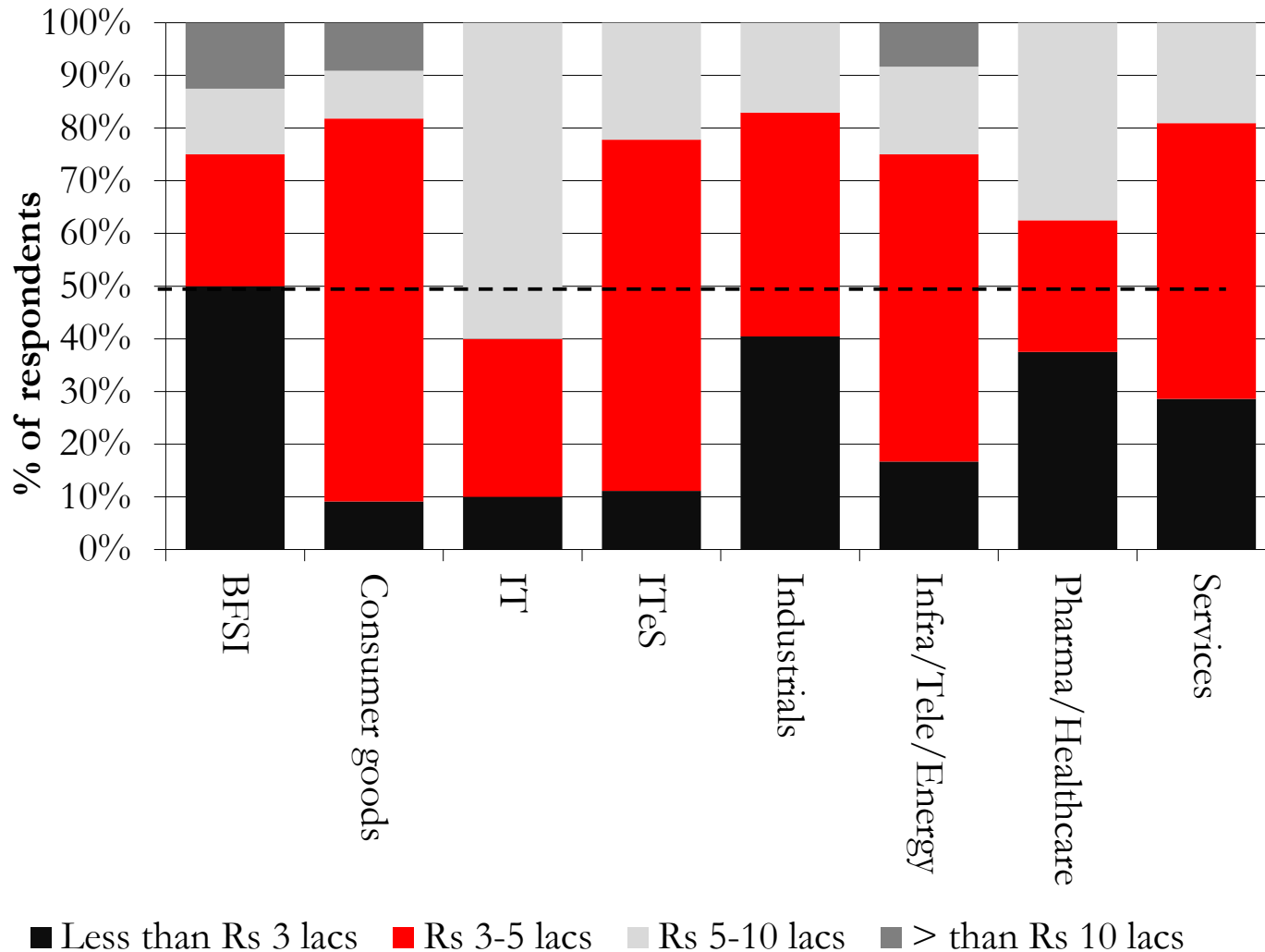
GFS, 2017-18: Entry-level to Senior Management



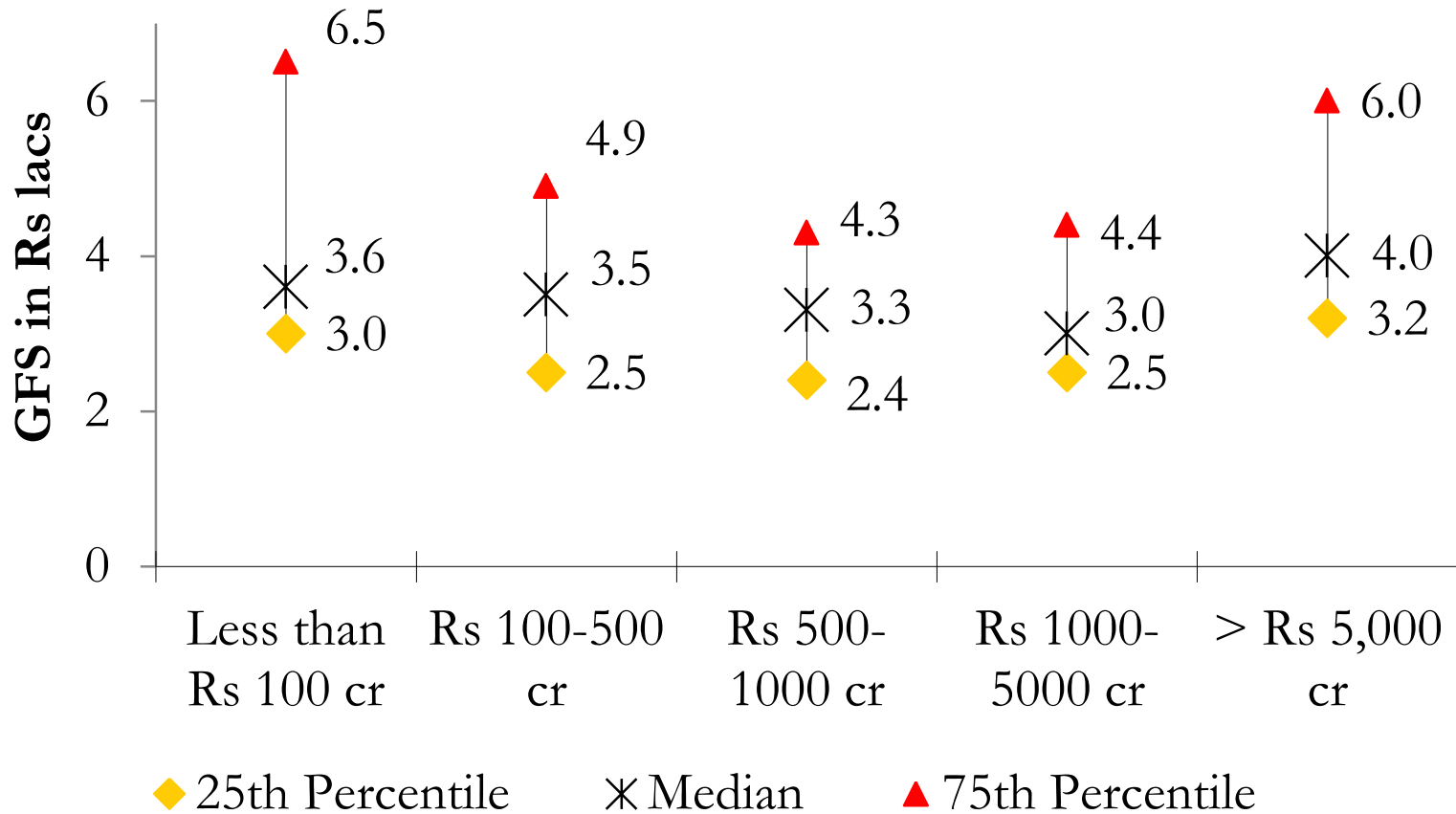
GFS, 2017-18: Entry-level, Sectoral



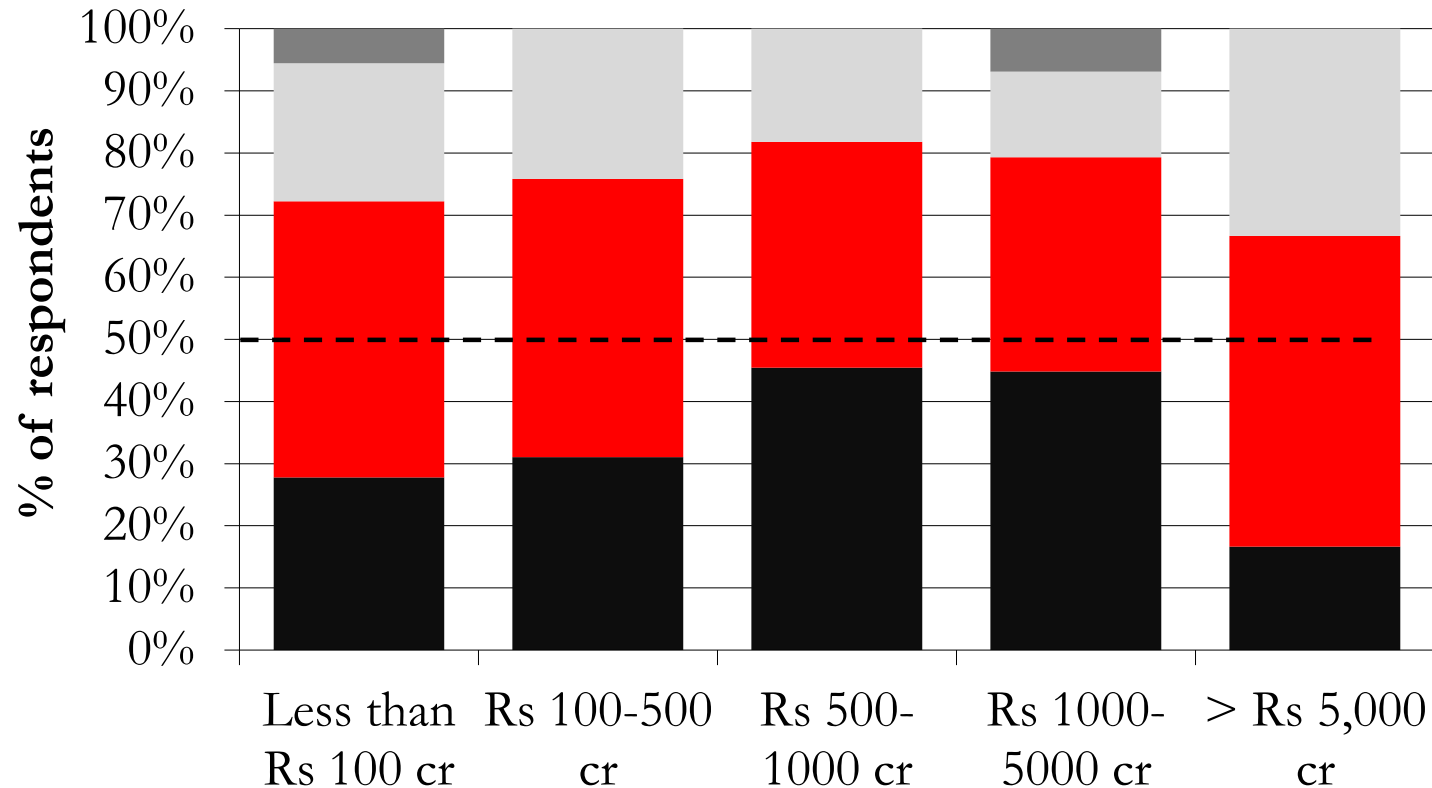
GFS, 2017-18: Entry-level, Sectoral



GFS, 2017-18: Entry-level, By company turnover

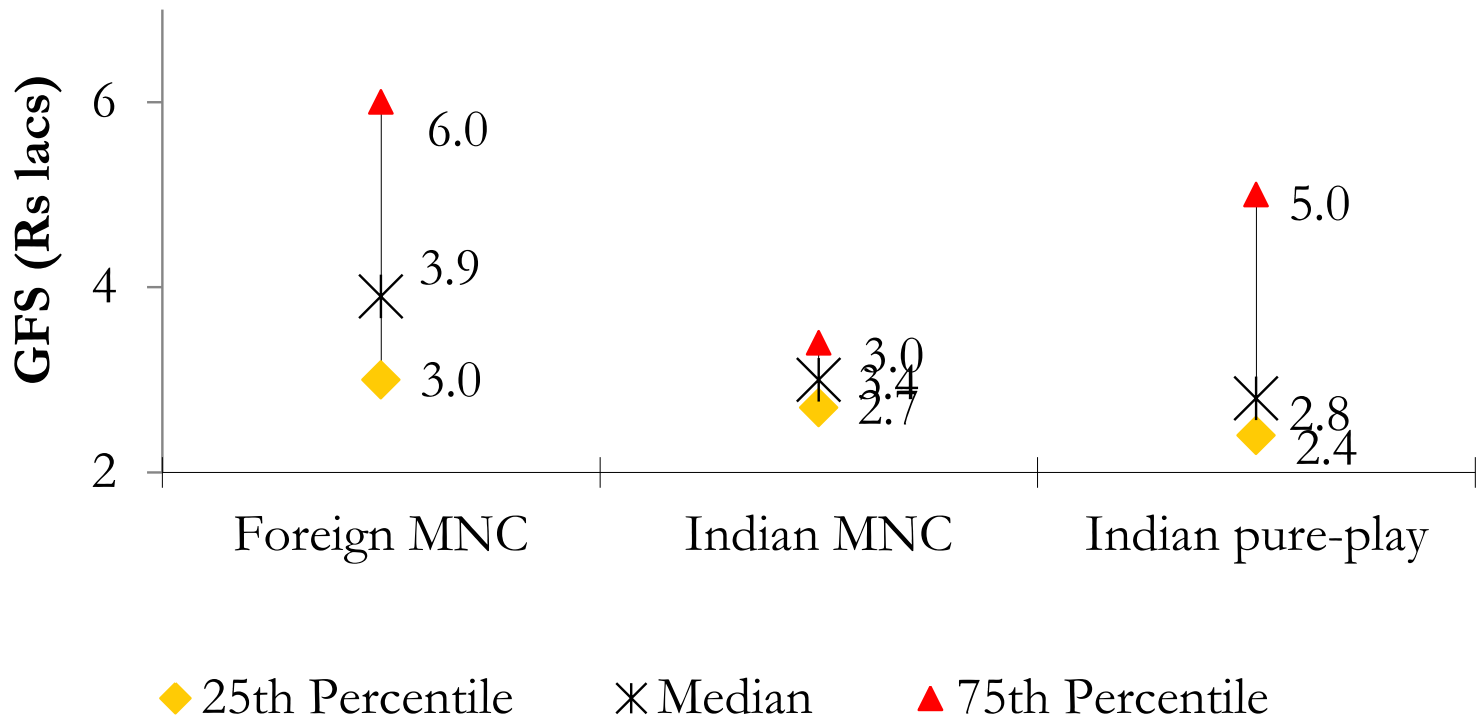


GFS, 2017-18: Entry-level, By company turnover

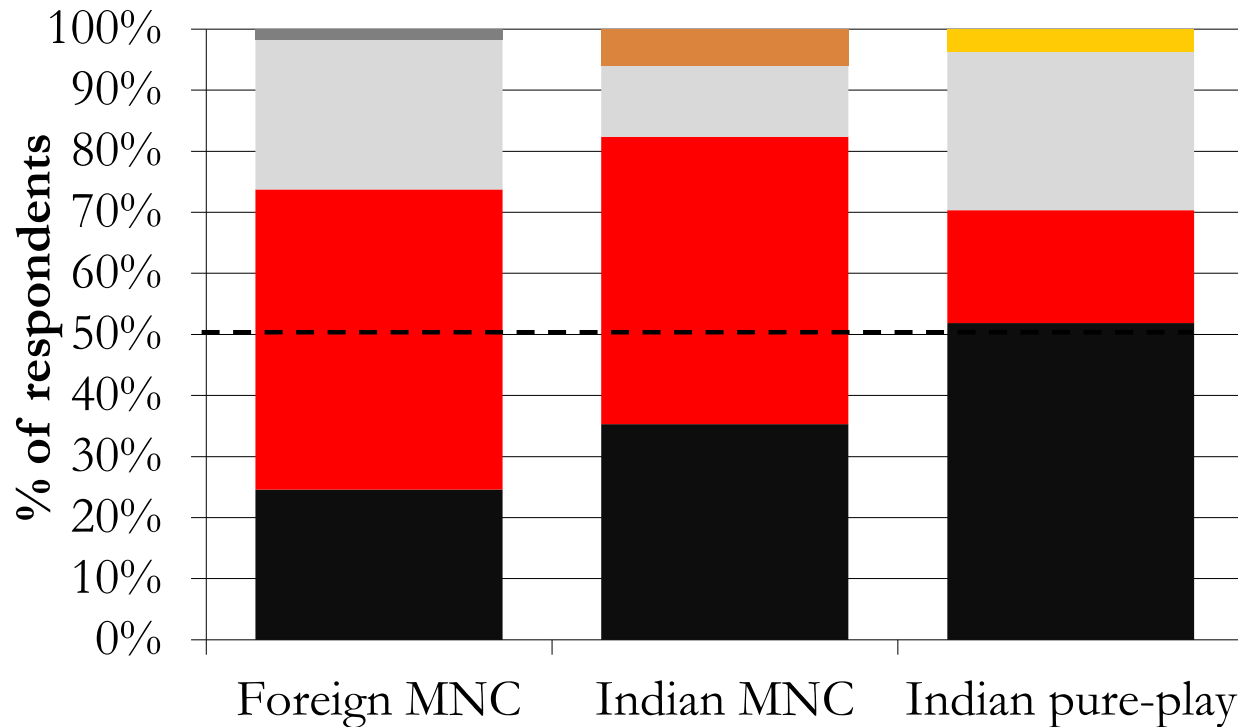


■ Less than Rs 3 lacs ■ Rs 3-5 lacs ■ Rs 5-10 lacs ■ > Rs 10 lacs

GFS, 2017-18: Entry-level, By company ownership



GFS, 2017-18: Entry-level, By company ownership



■ Less than Rs 3 lacs

■ Rs 3-5 lacs

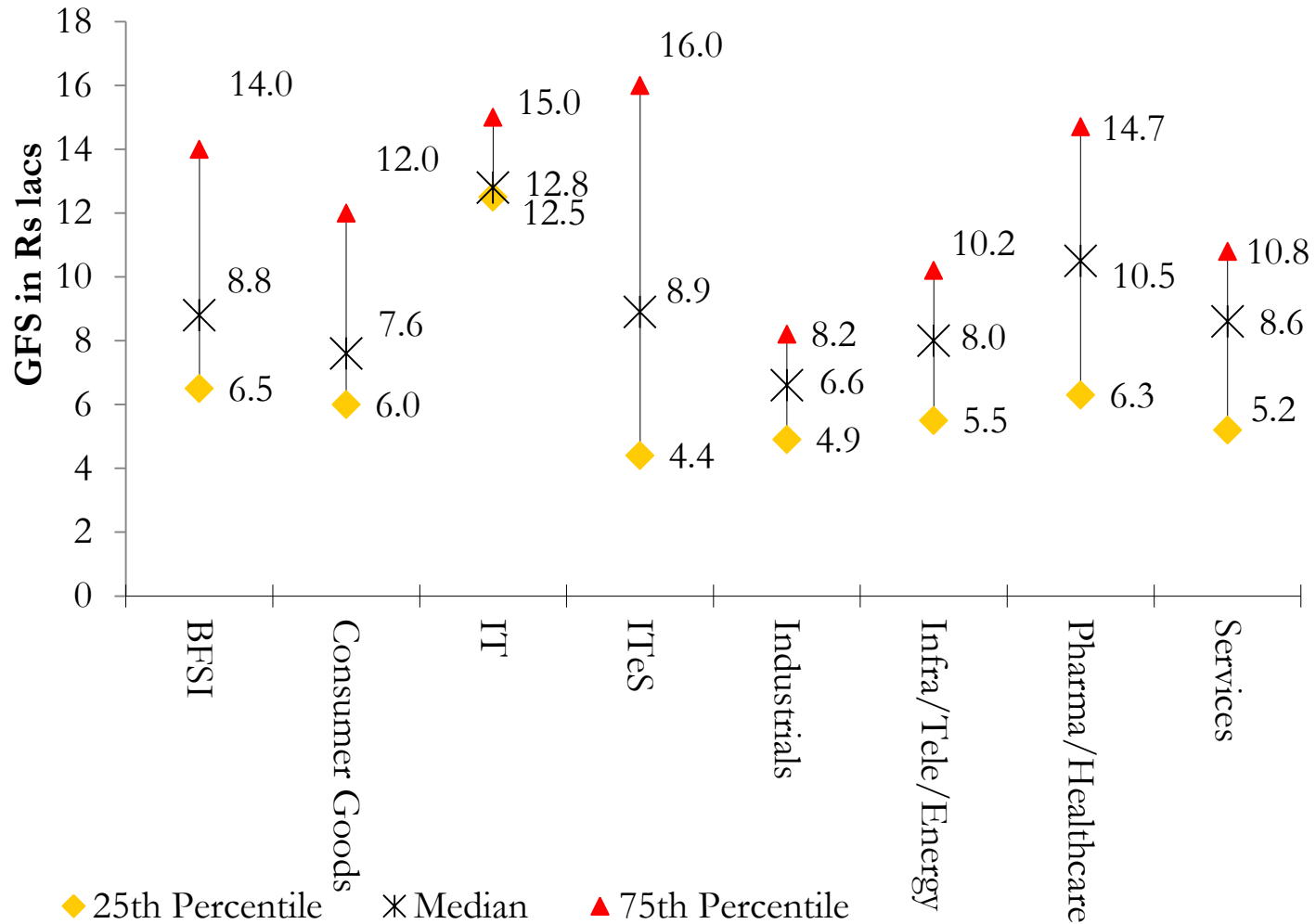
■ Rs 5-10 lacs

■ Rs 10-15 lacs

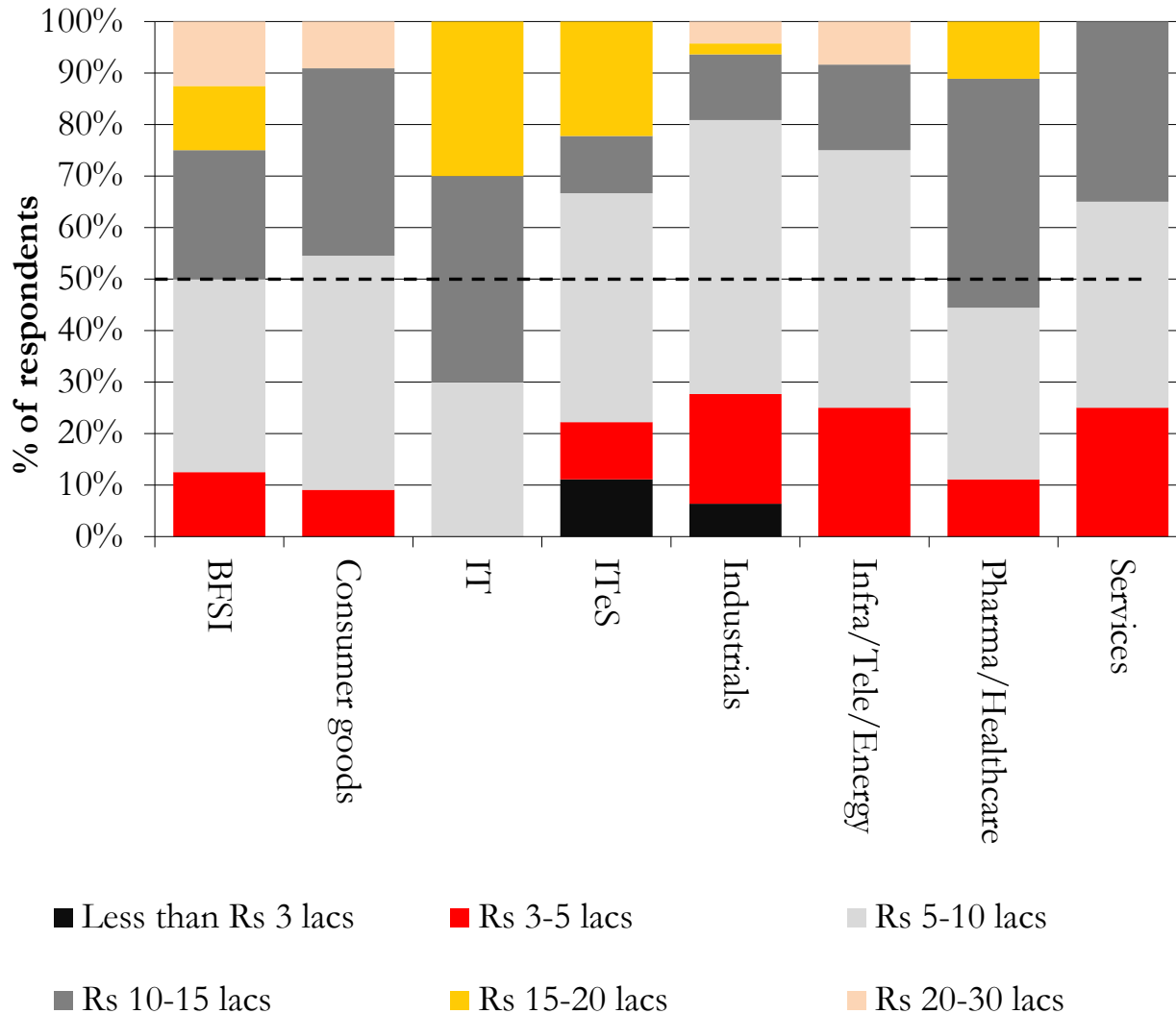
■ Rs 15-20 lacs

■ Rs 20-30 lacs

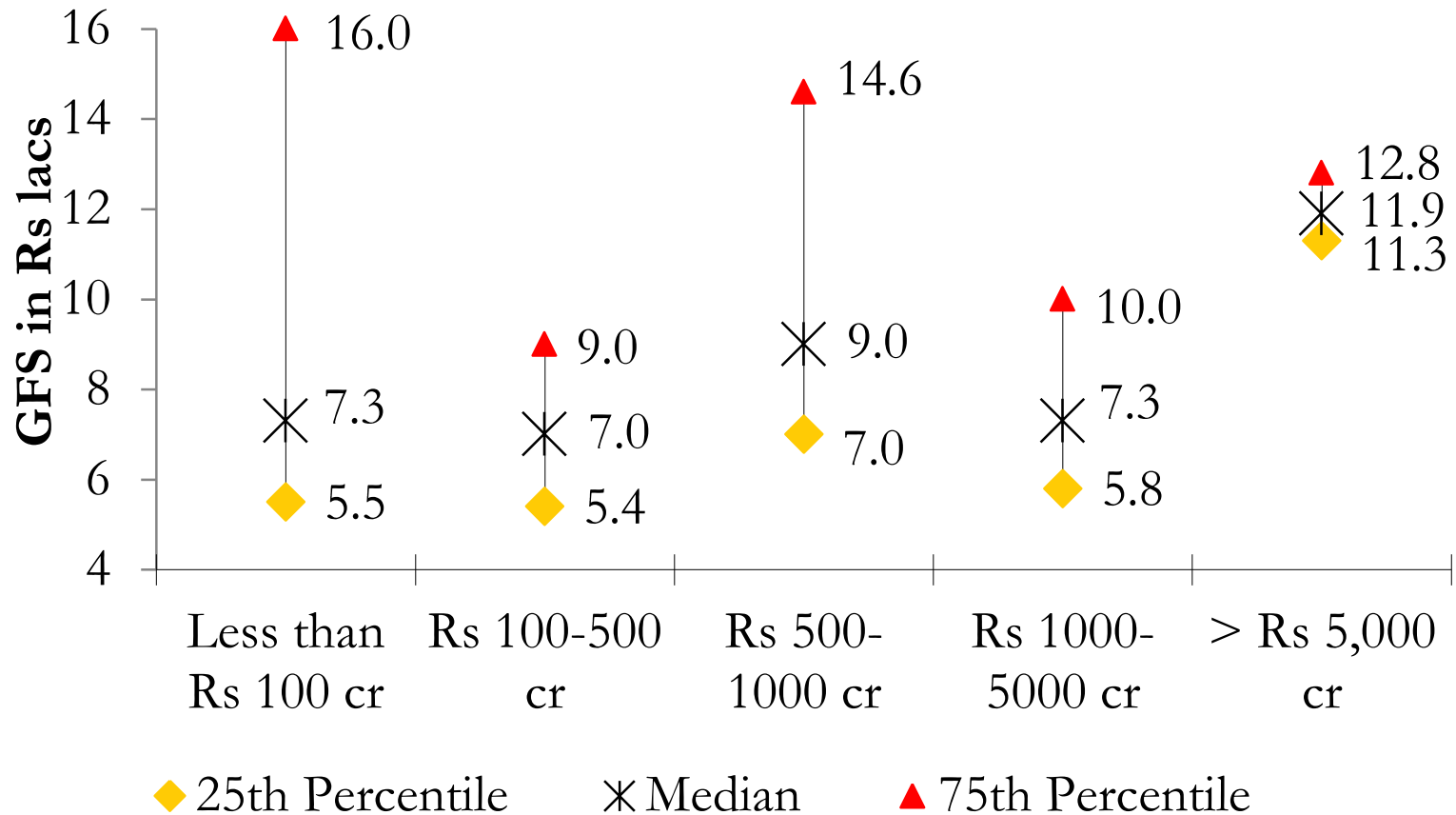
GFS, 2017-18: Junior Management, Sectoral



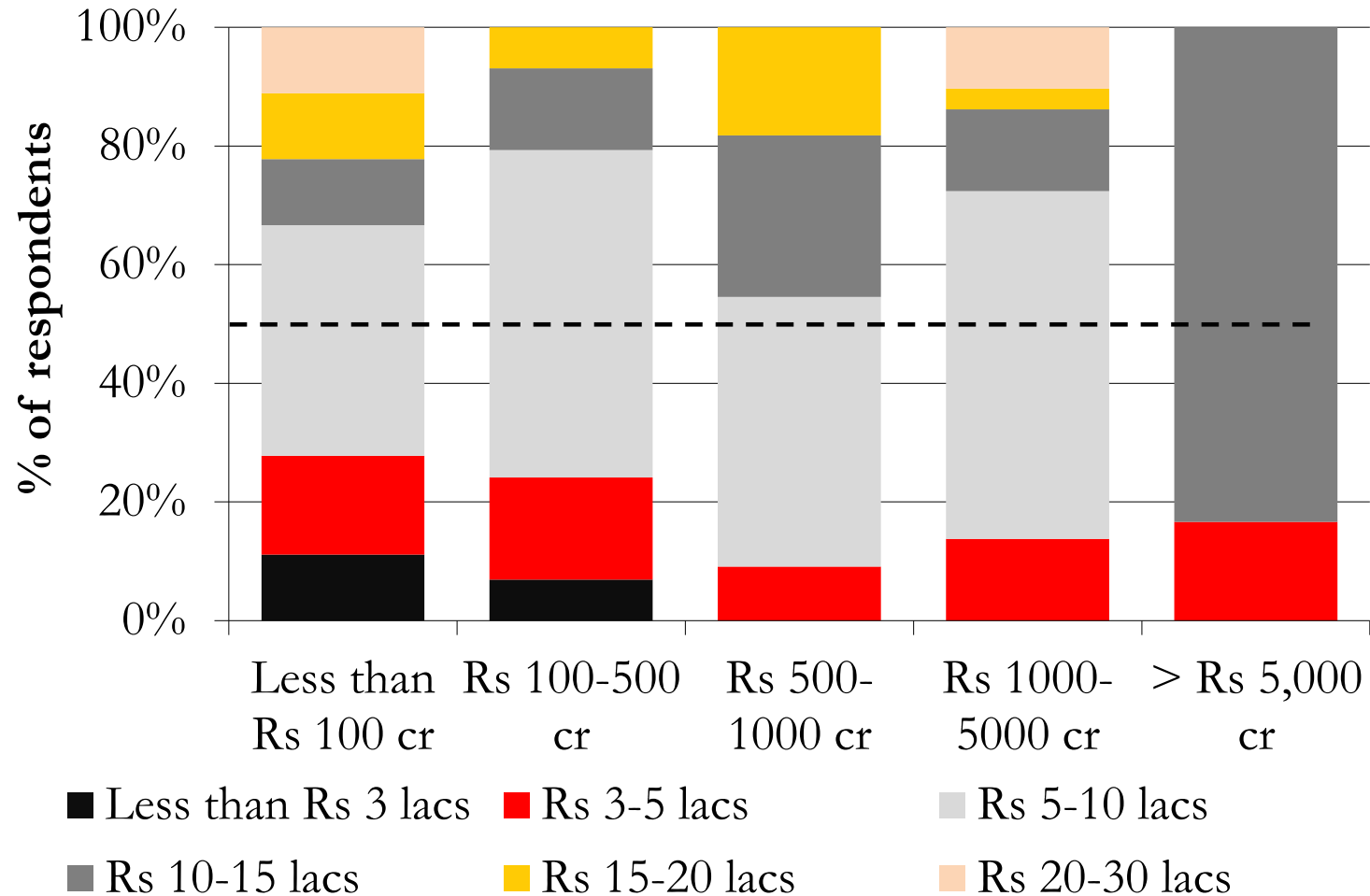
GFS, 2017-18: Junior Management, Sectoral



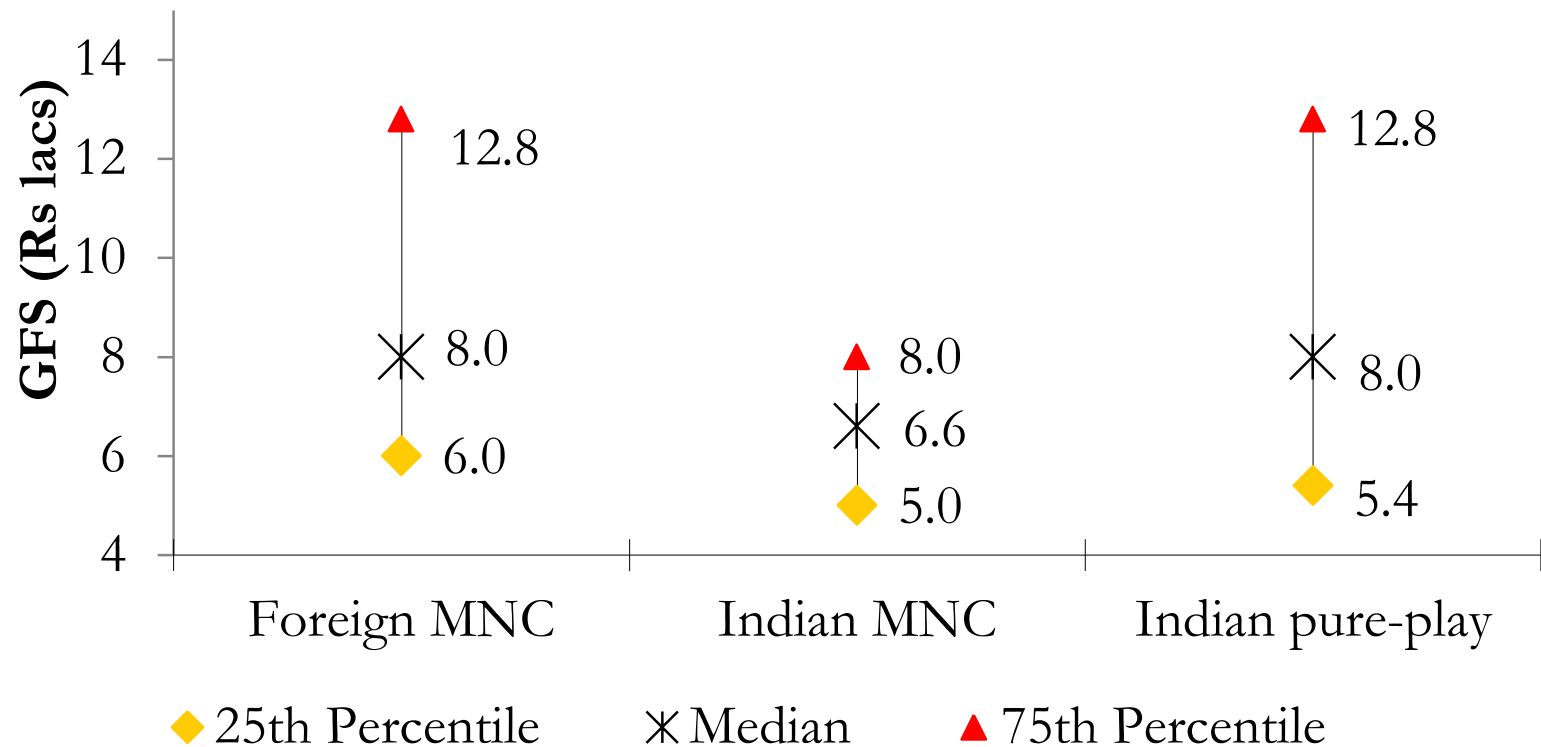
GFS, 2017-18: Junior Management, By company turnover



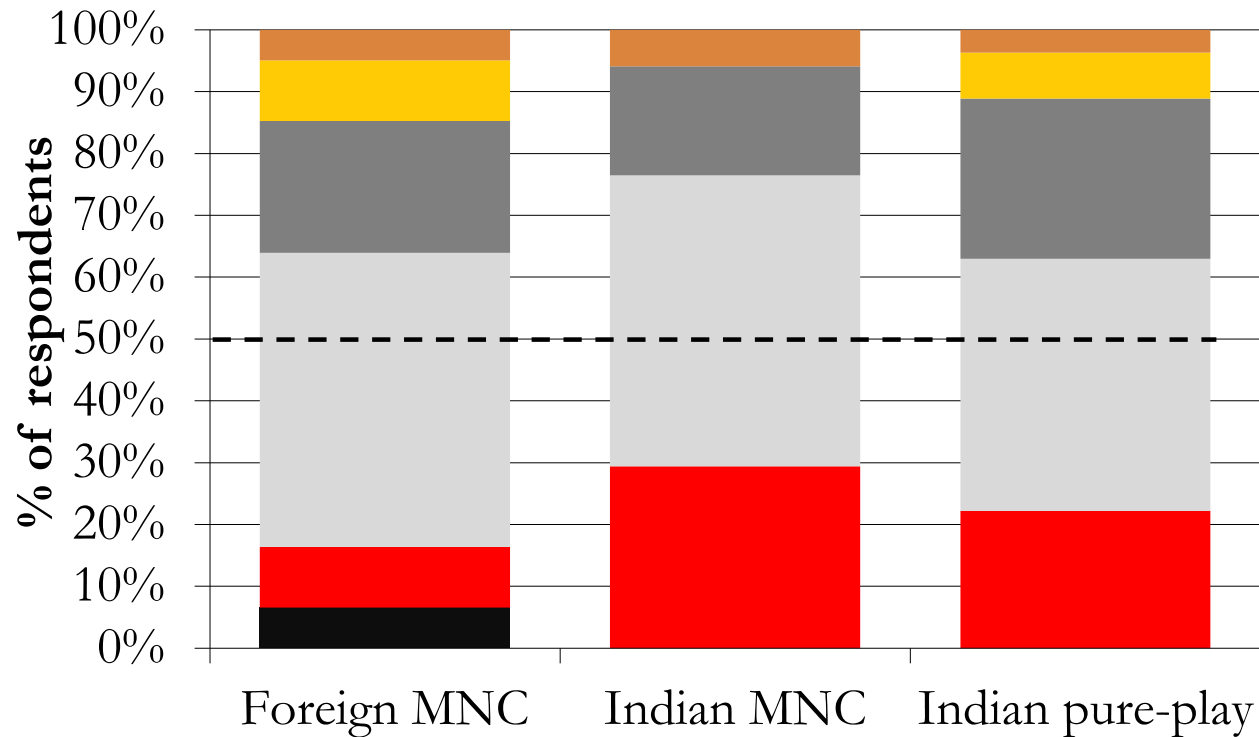
GFS, 2017-18: Junior Management, By company turnover



GFS, 2017-18: Junior Management, By company ownership



GFS, 2017-18: Junior Management, By company ownership



■ Less than Rs 3 lacs

■ Rs 3-5 lacs

■ Rs 5-10 lacs

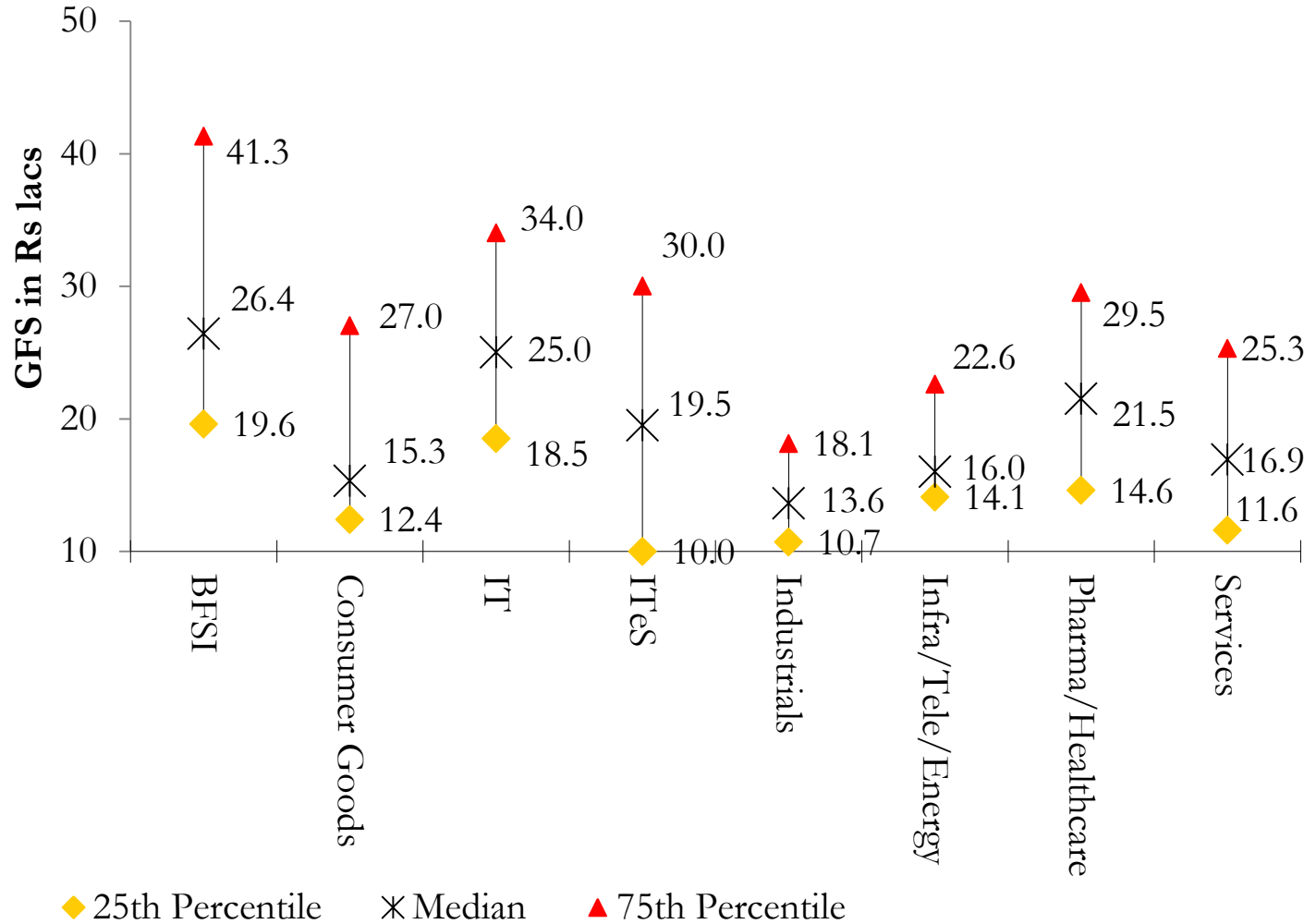
■ Rs 10-15 lacs

■ Rs 15-20 lacs

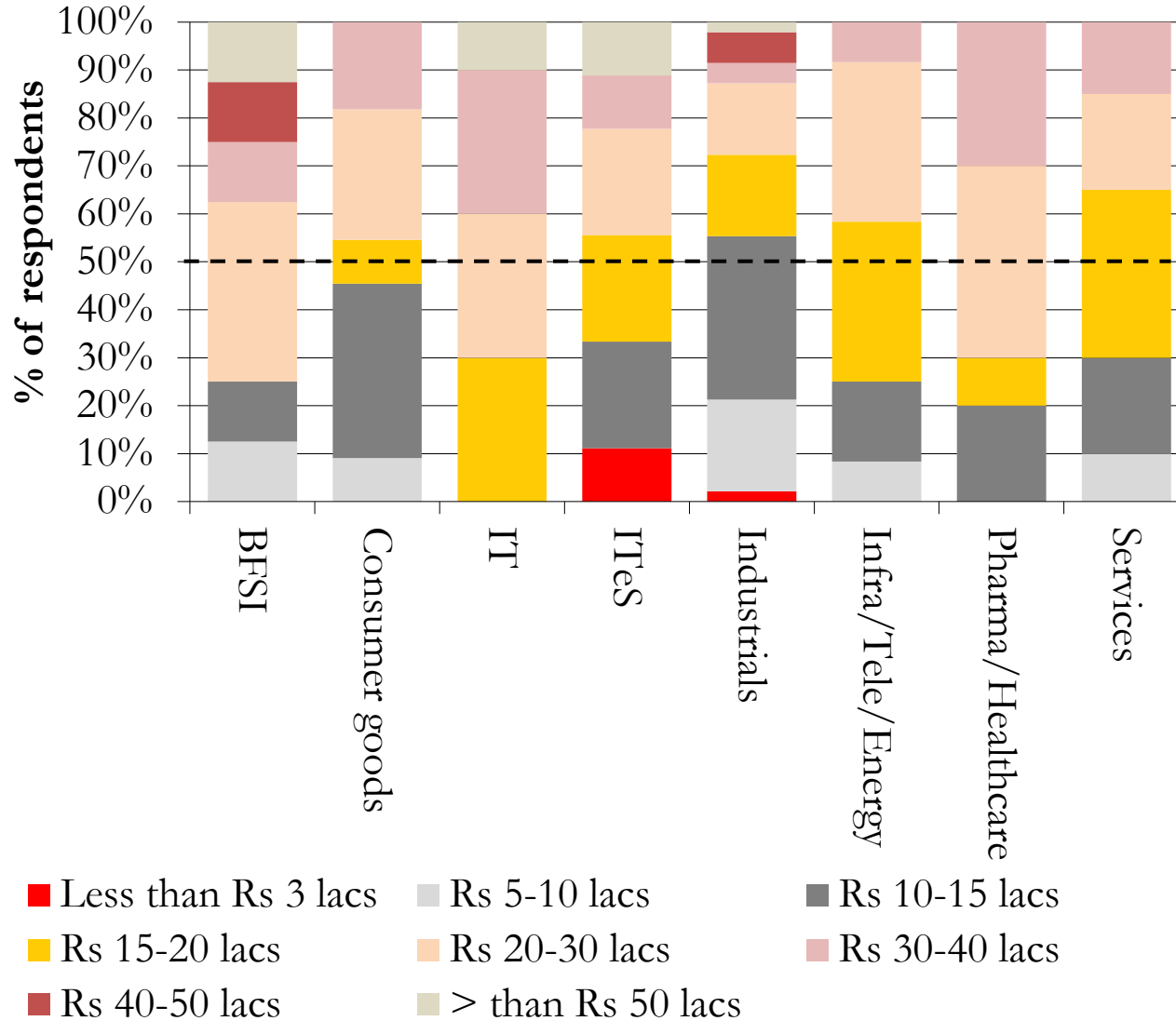
■ Rs 20-30 lacs



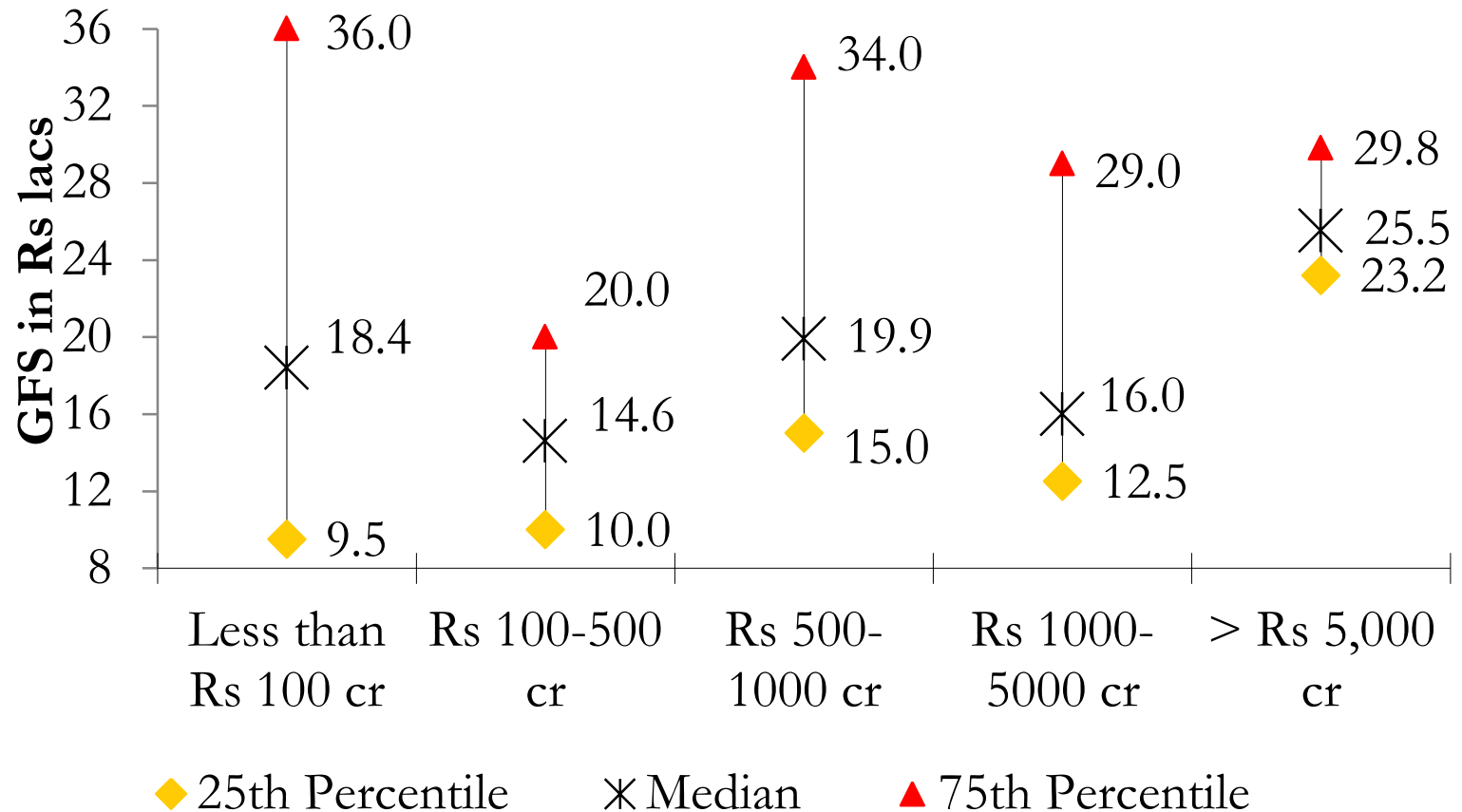
GFS, 2017-18: Middle Management, Sectoral



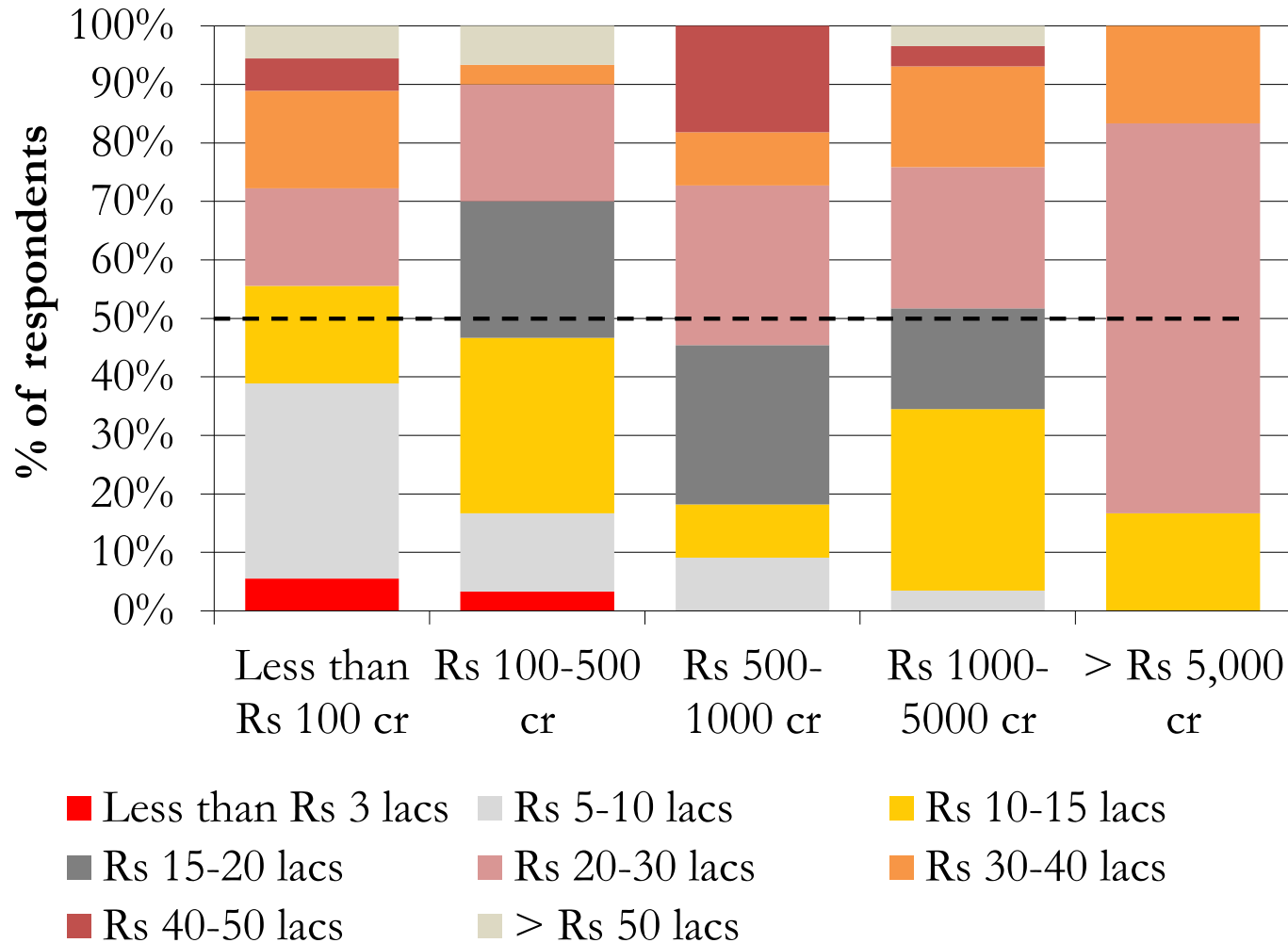
GFS, 2017-18: Middle Management, Sectoral



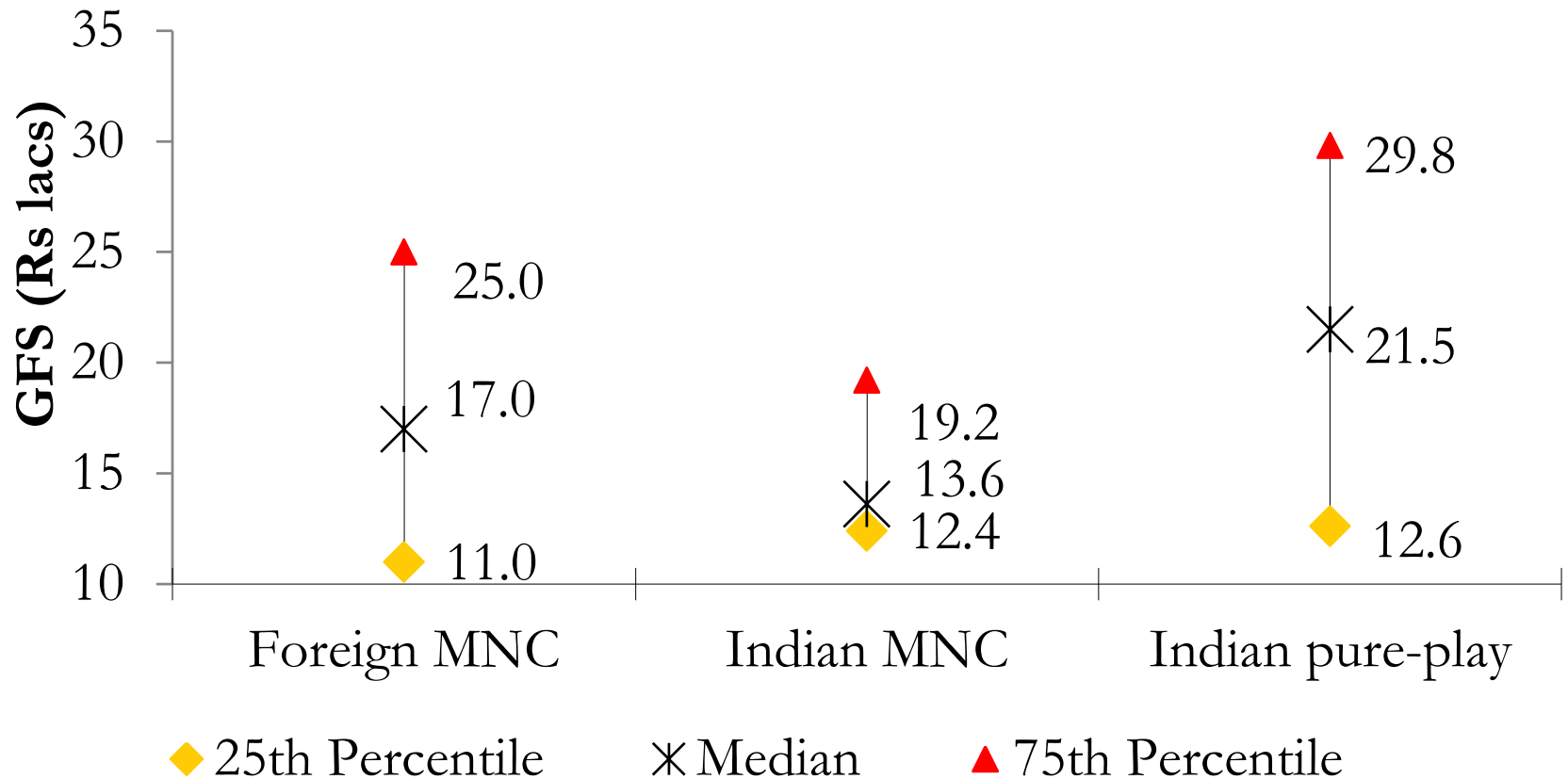
GFS, 2017-18: Middle Management, By company turnover



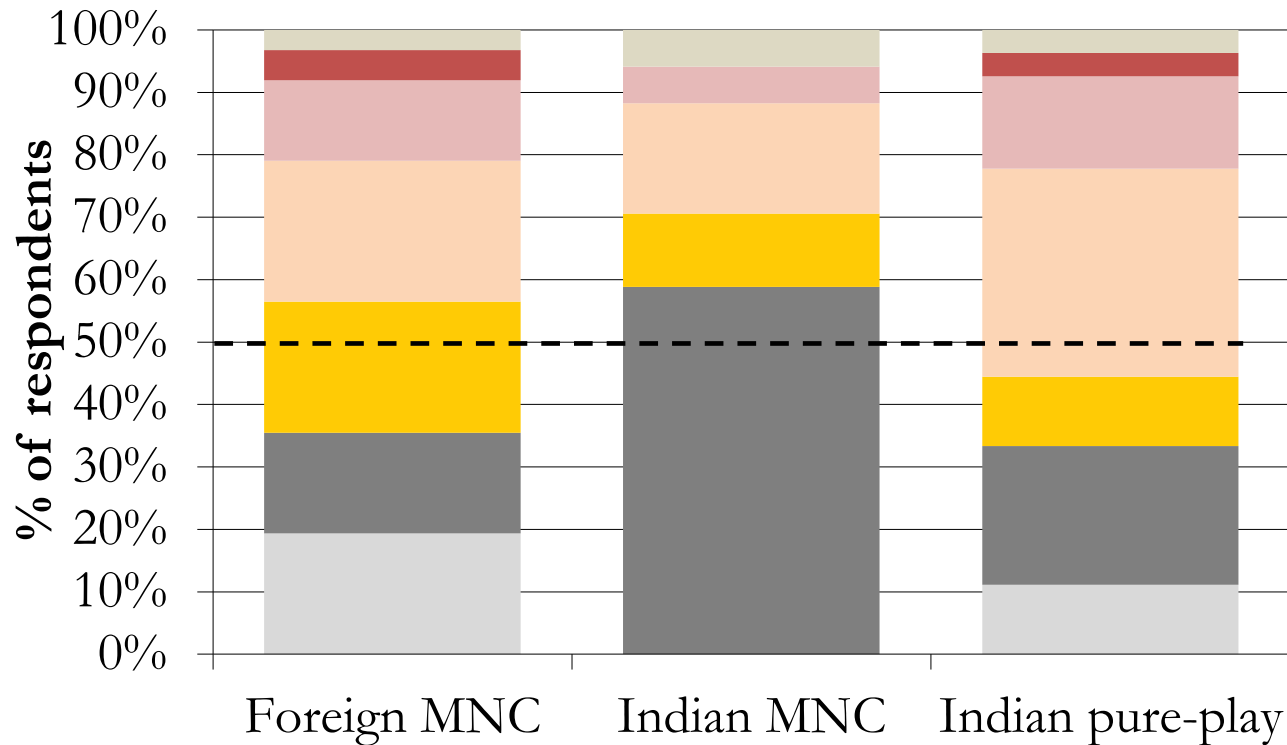
GFS, 2017-18: Middle Management, By company turnover



GFS, 2017-18: Middle Management, By company ownership

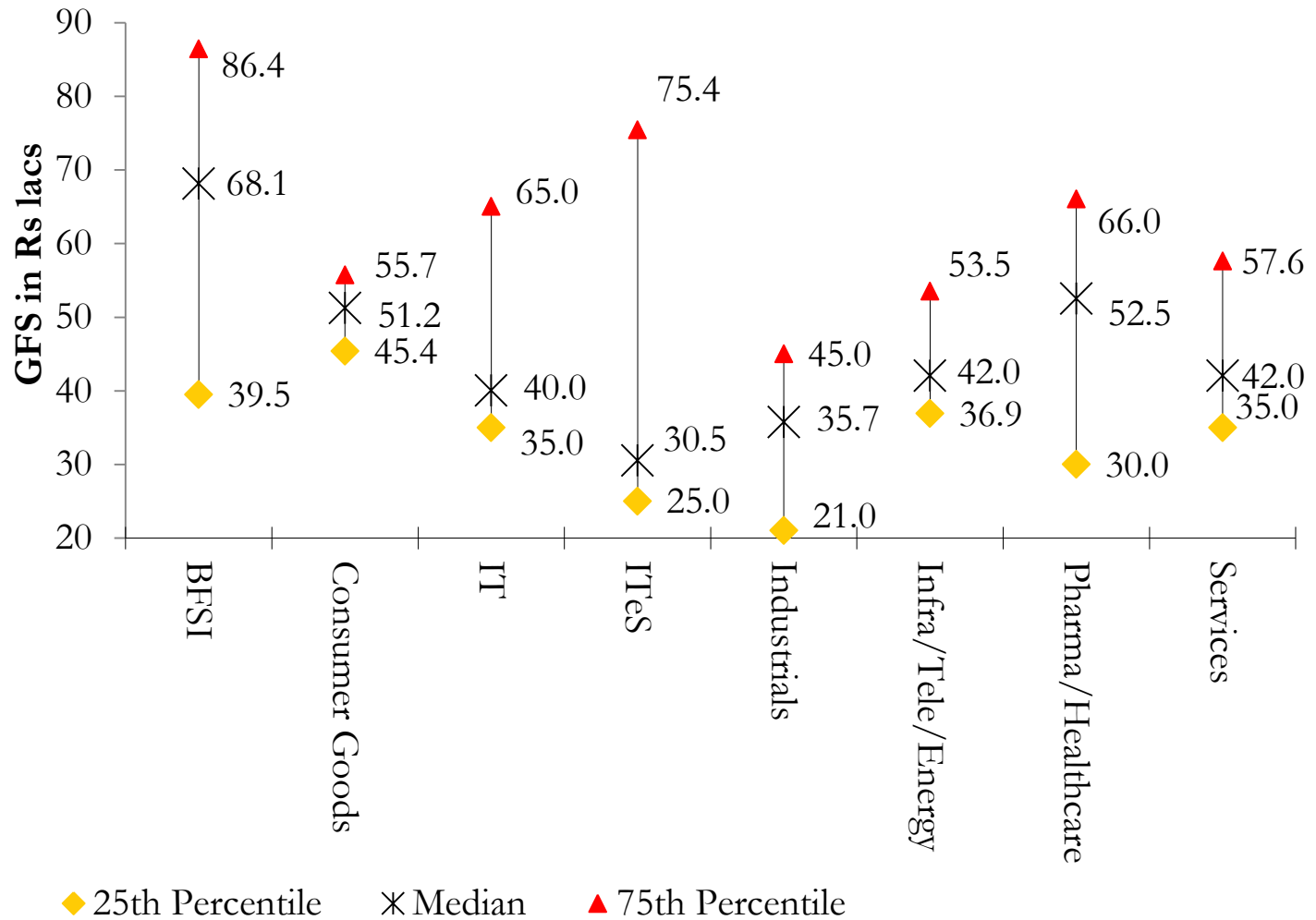


GFS, 2017-18: Middle Management, By company ownership

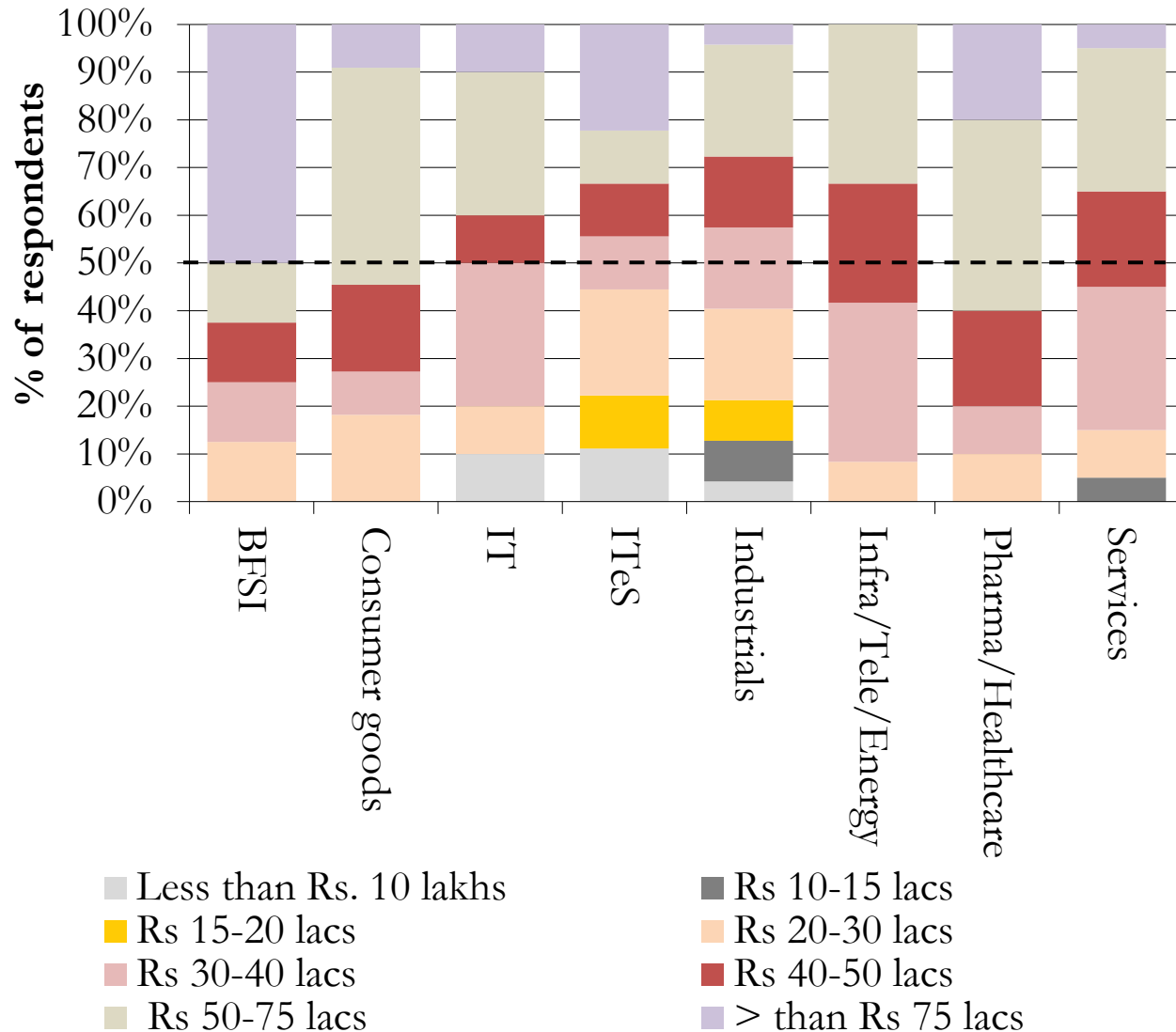


- Less than Rs 10 lacs
- Rs 10-15 lacs
- Rs 15-20 lacs
- Rs 20-30 lacs
- Rs 30-40 lacs
- Rs 40-50 lacs
- > Rs 50 lacs

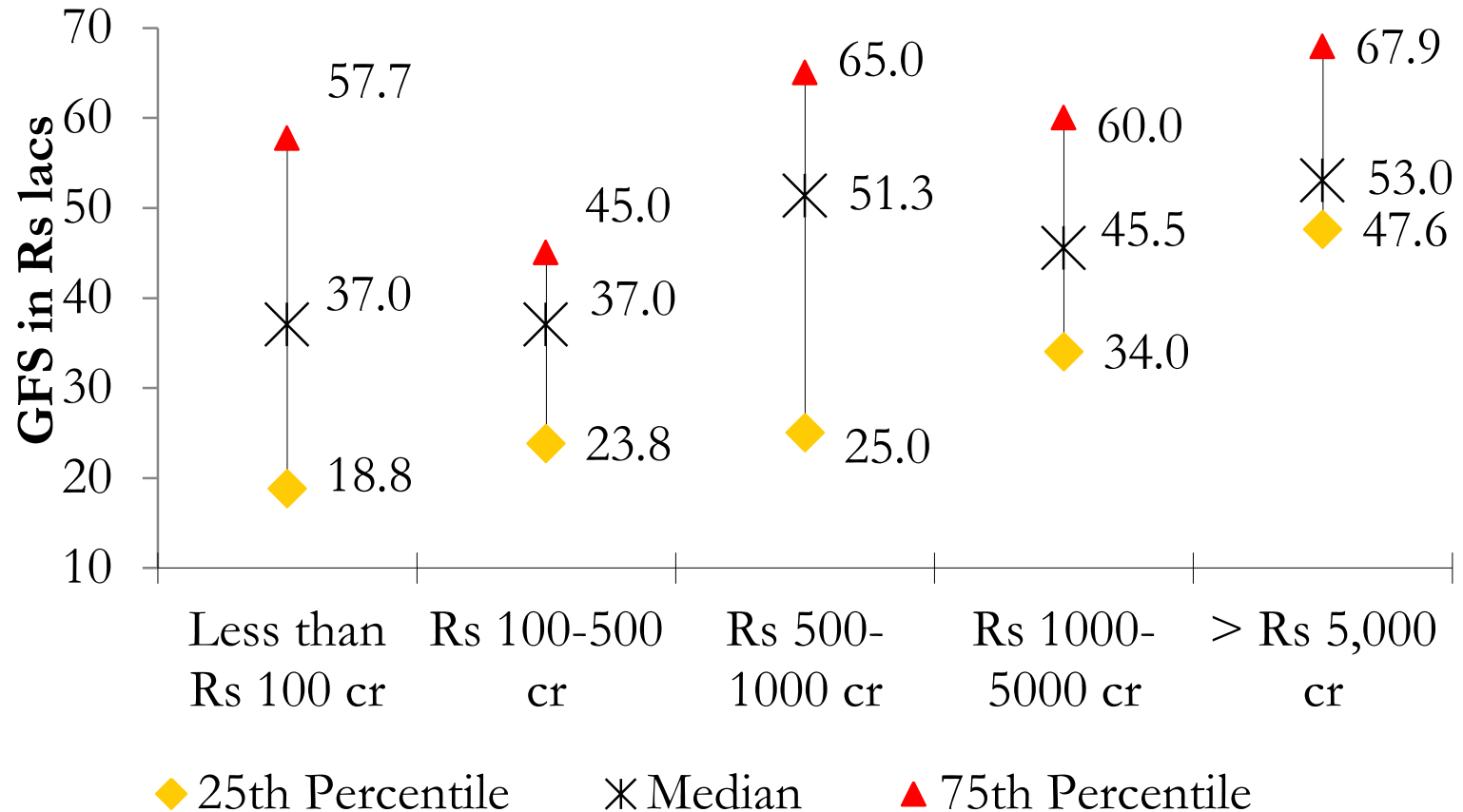
GFS, 2017-18: Senior Management, Sectoral



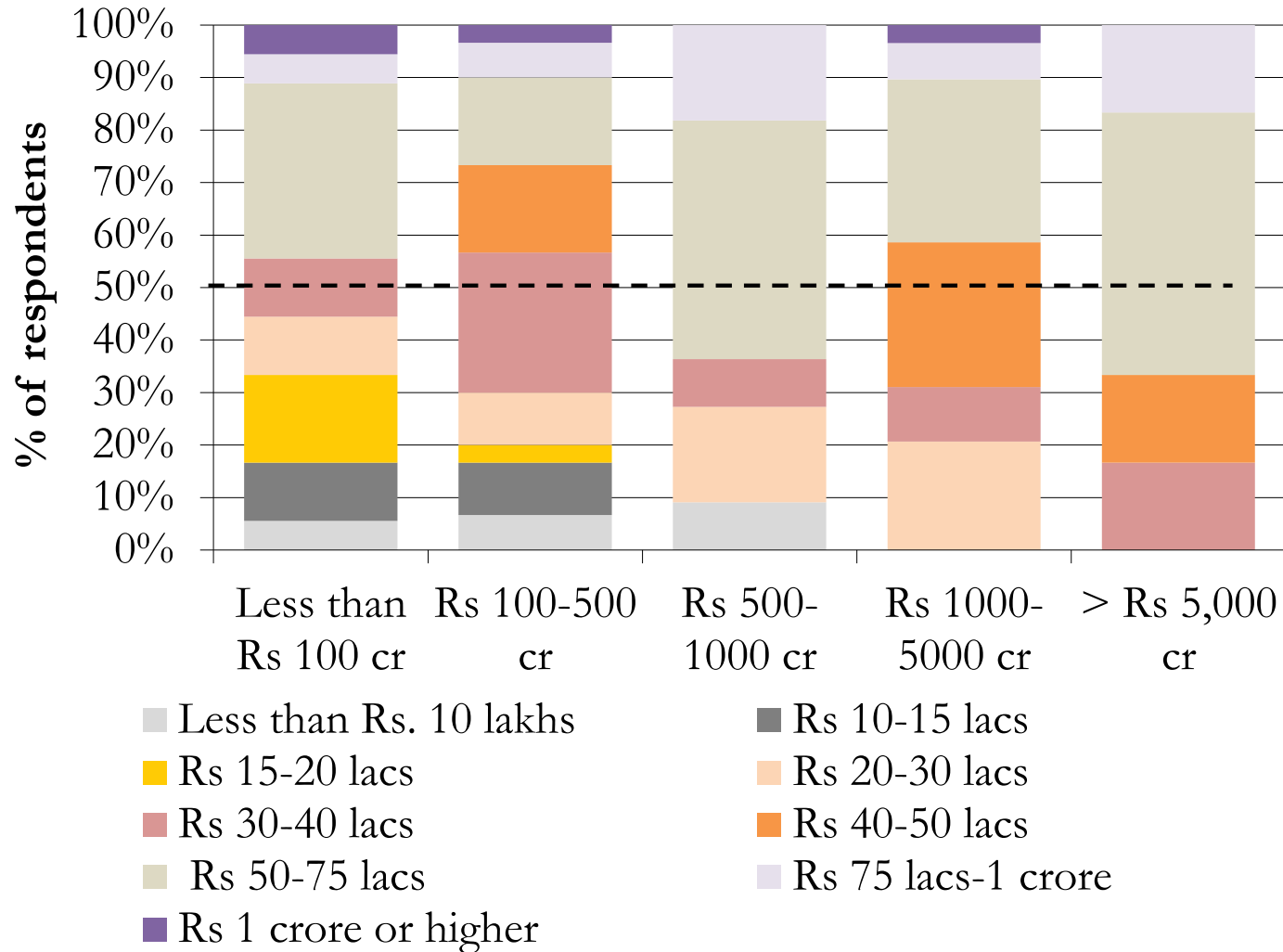
GFS, 2017-18: Senior Management, Sectoral



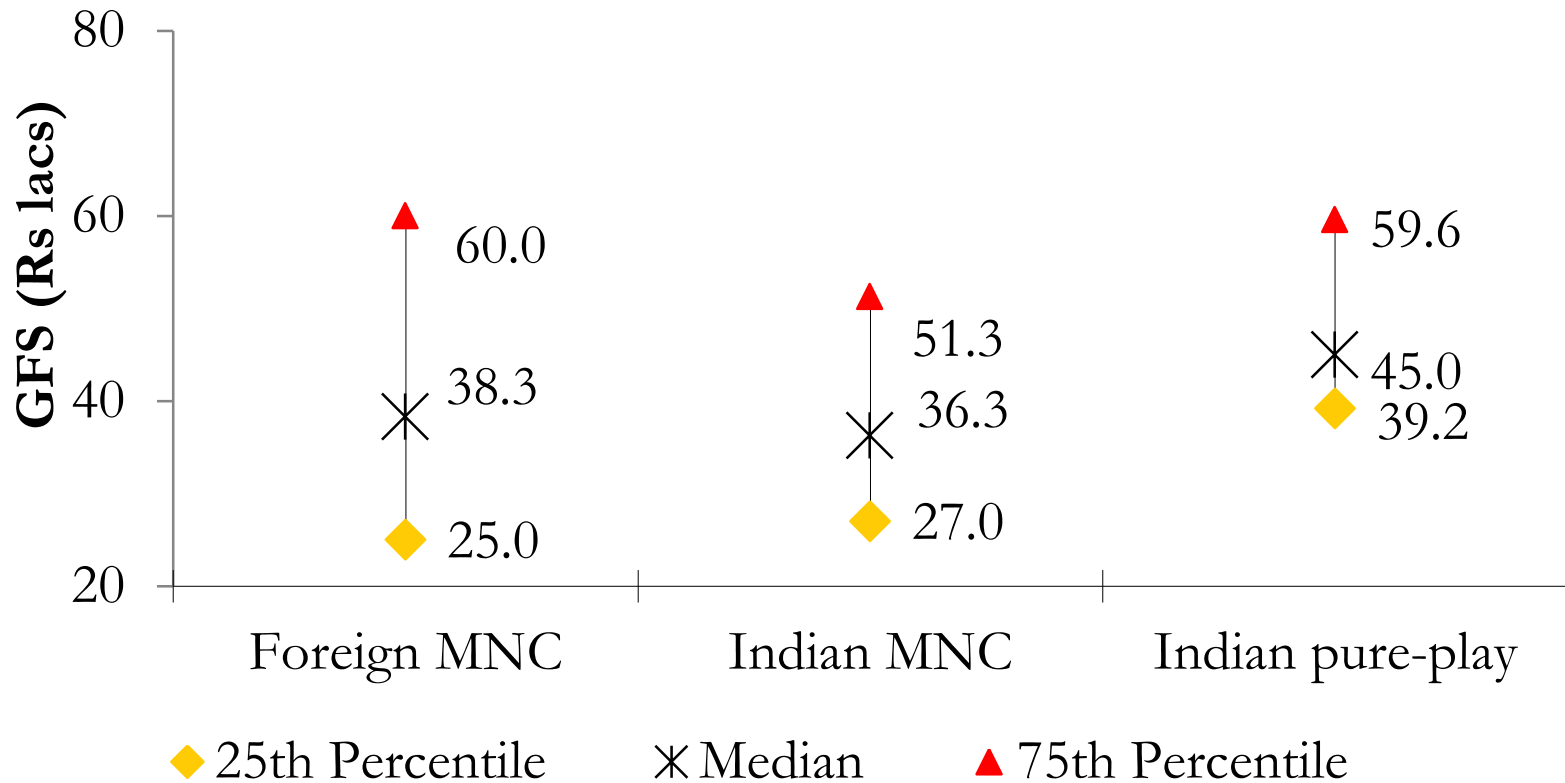
GFS, 2017-18: Senior Management, By company turnover



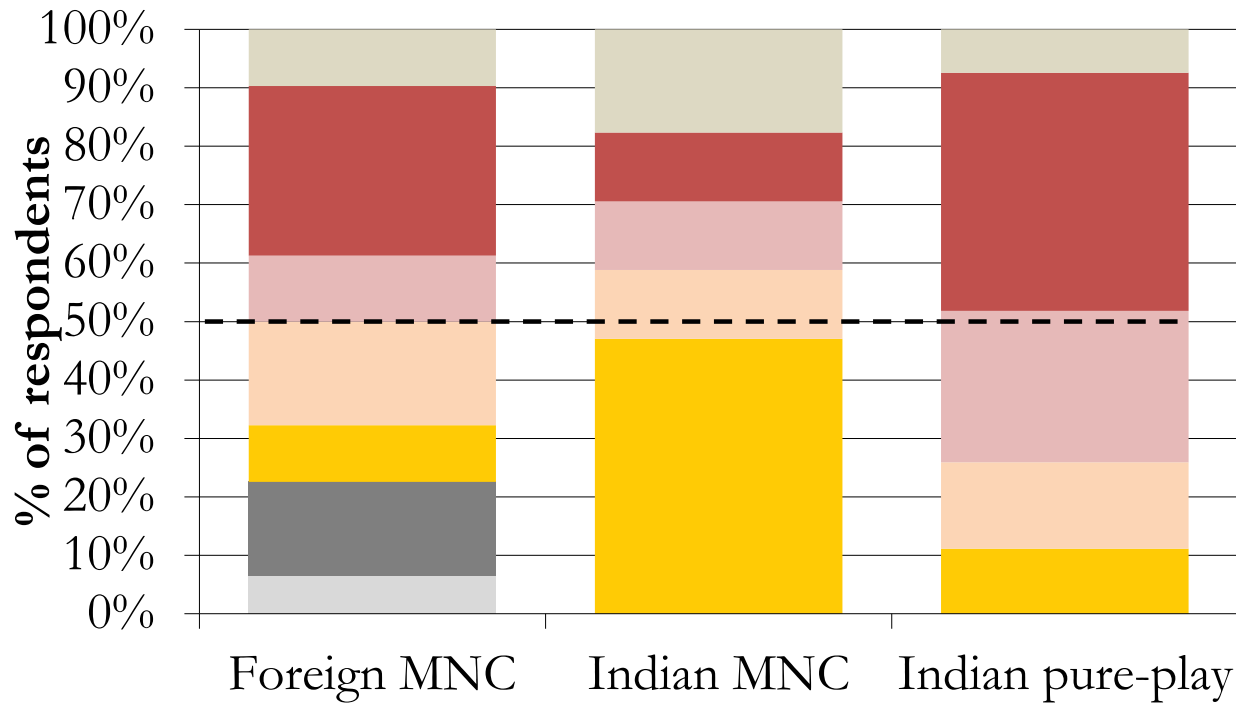
GFS, 2017-18: Senior Management, By company turnover



GFS, 2017-18: Senior Management, By company ownership



GFS, 2017-18: Senior Management, By company ownership



■ < Rs 10 lakhs

■ Rs 20-30 lacs

■ Rs 40-50 lacs

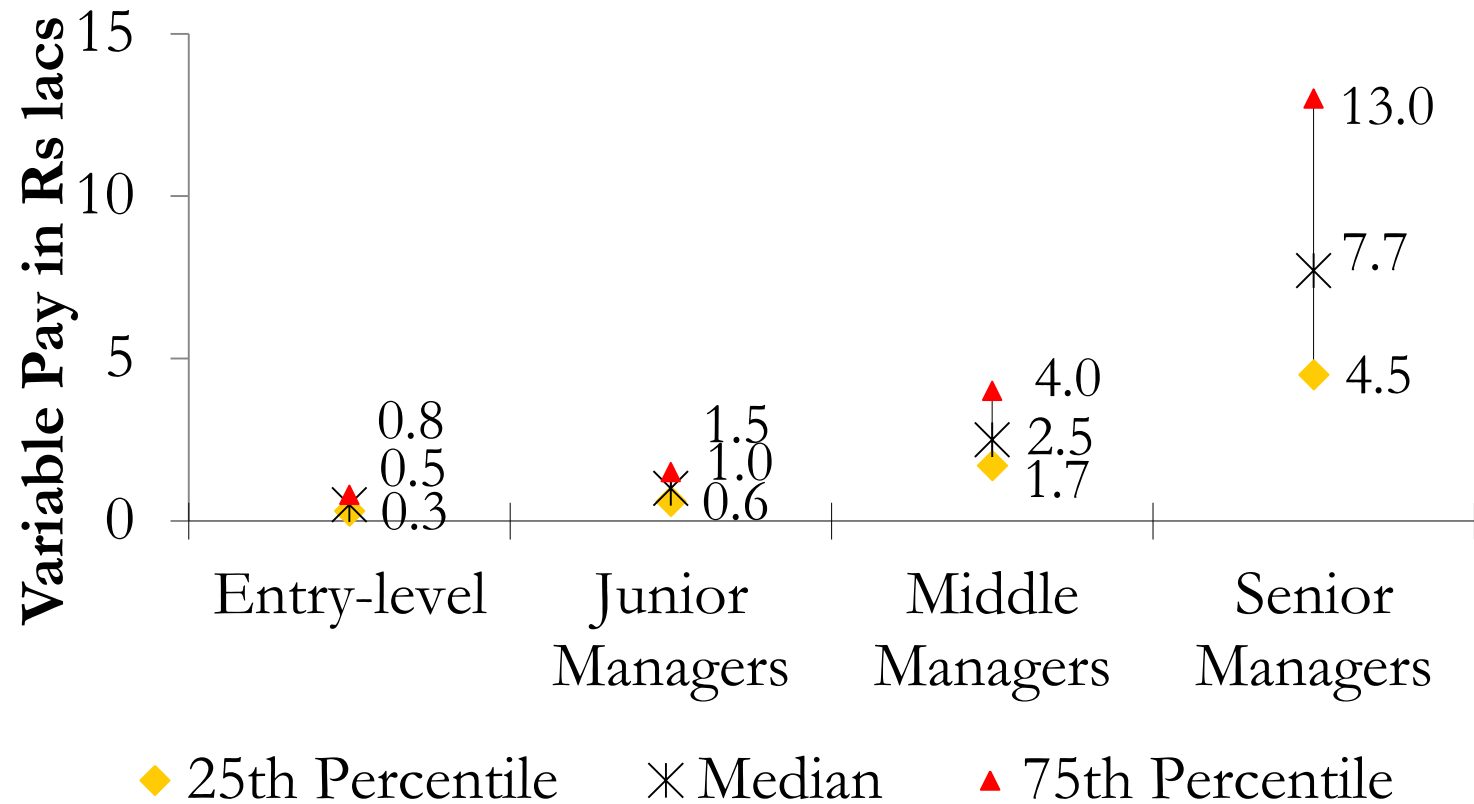
■ Rs 75 lacs or higher

■ Rs 10-20 lacs

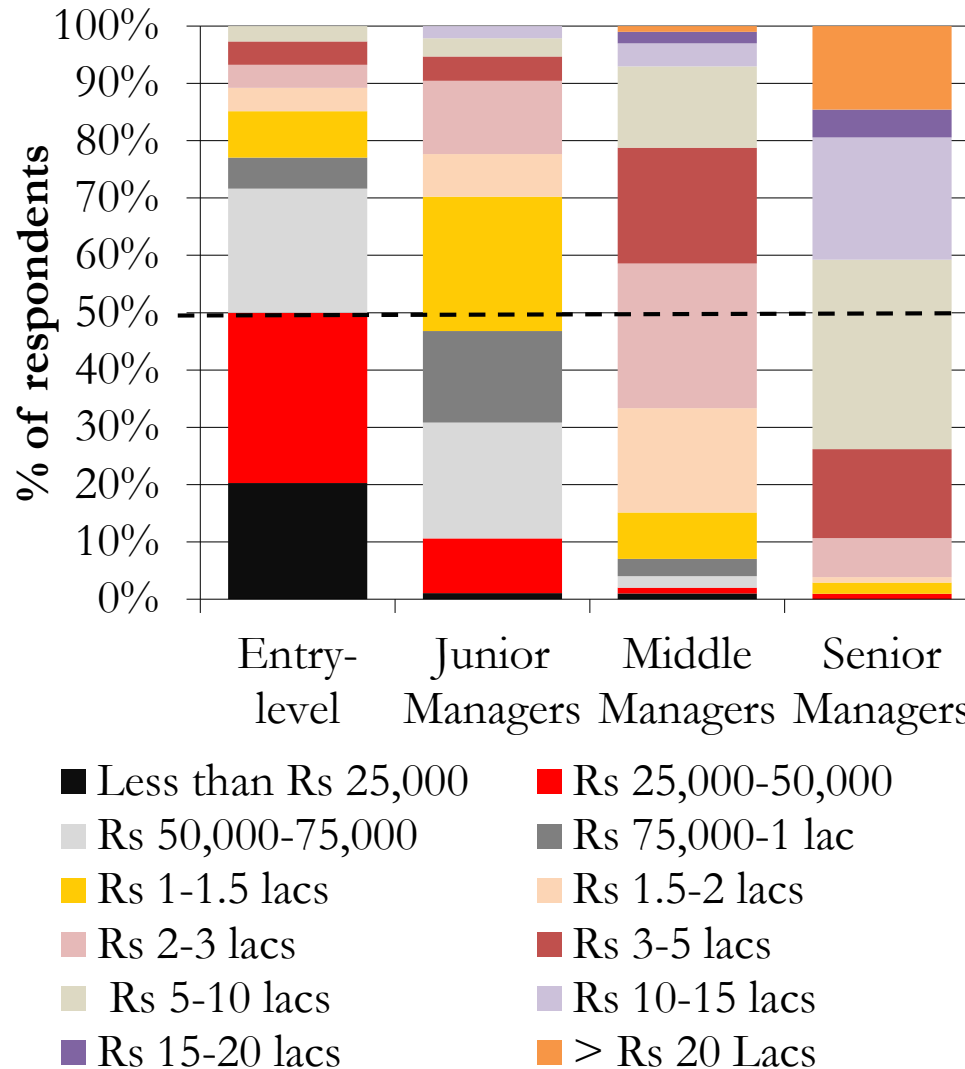
■ Rs 30-40 lacs

■ Rs 50-75 lacs

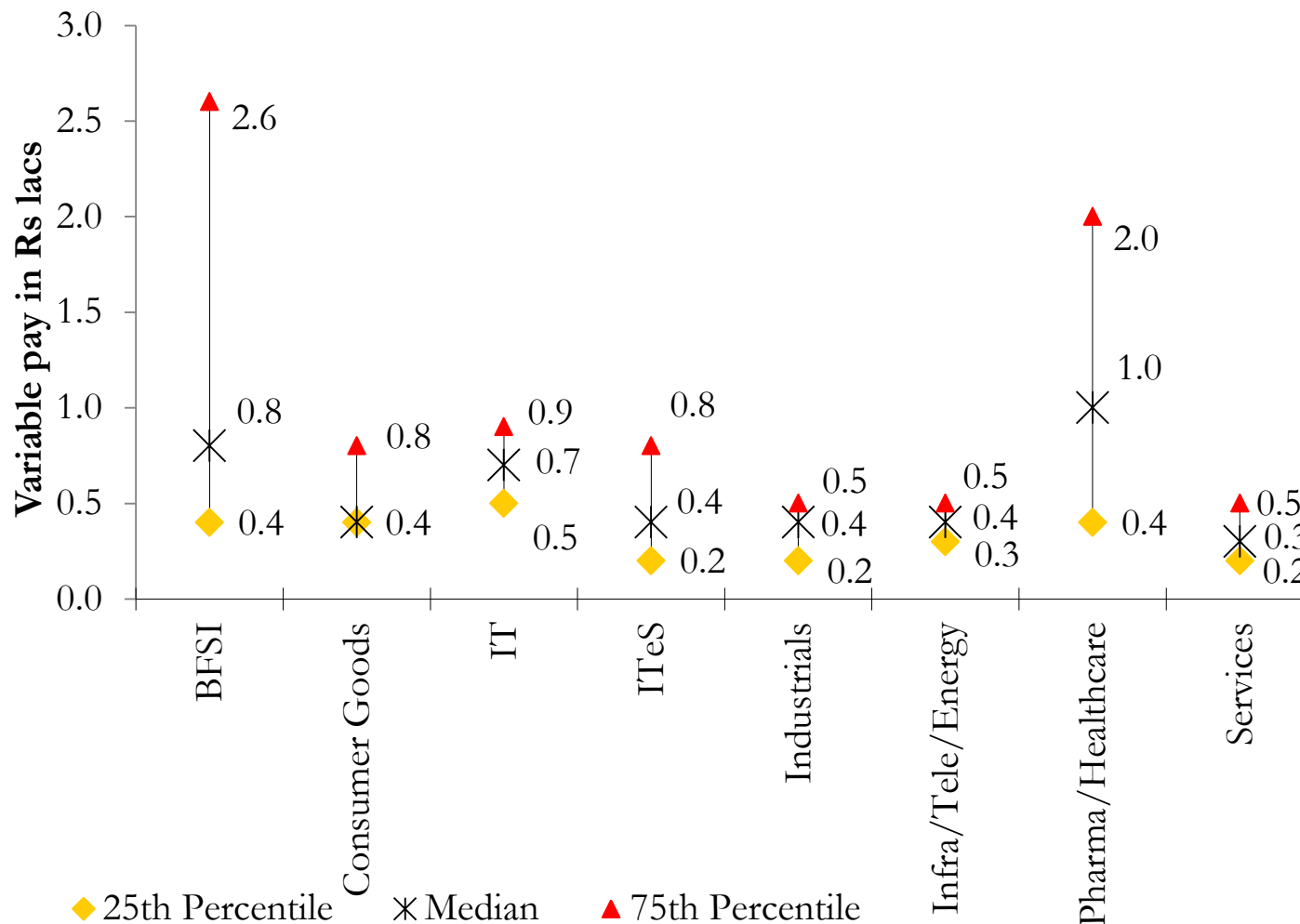
Total Variable Pay 2017-18: Entry-level to Senior Management



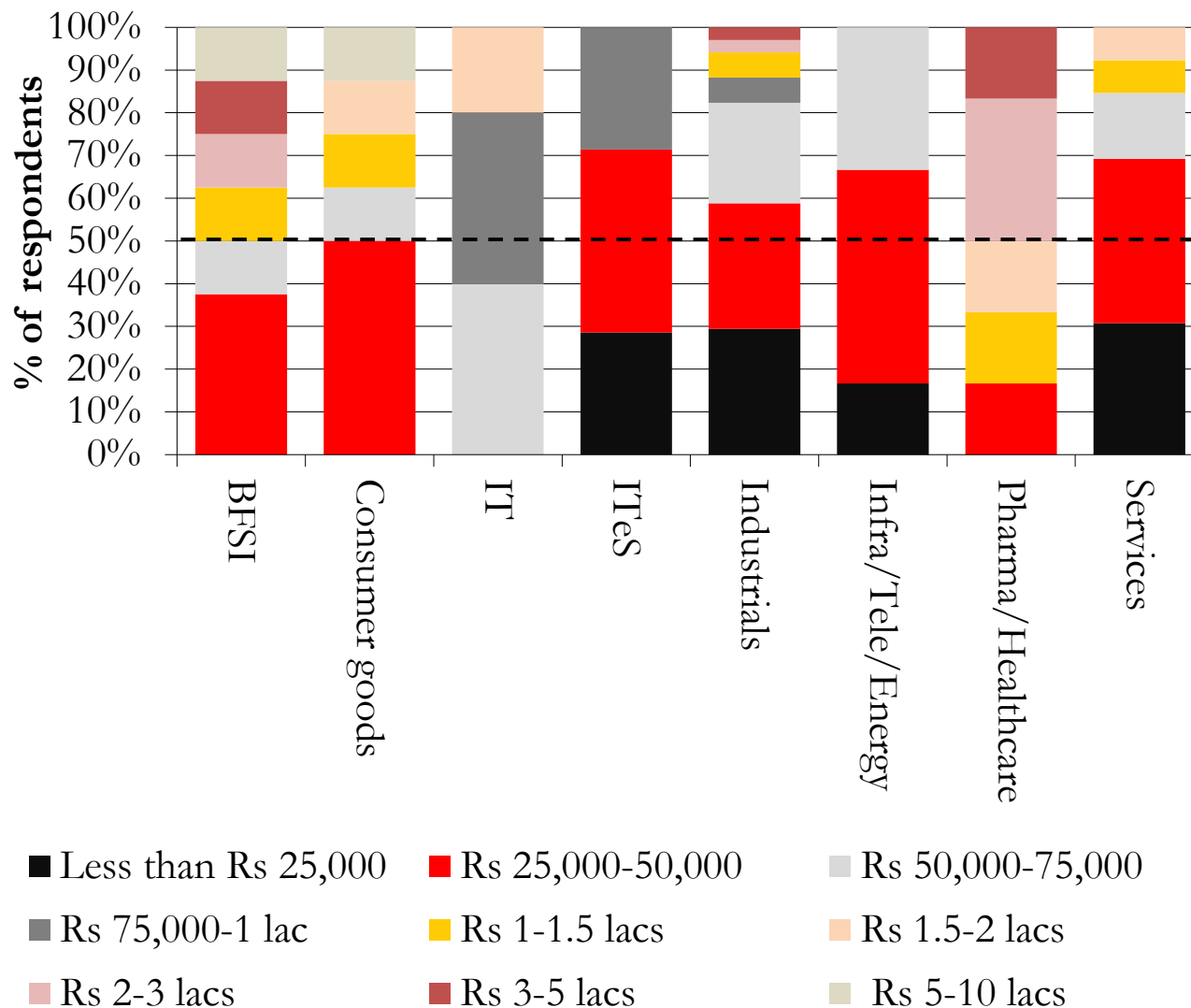
Total Variable Pay 2017-18: Entry-level to Senior Management



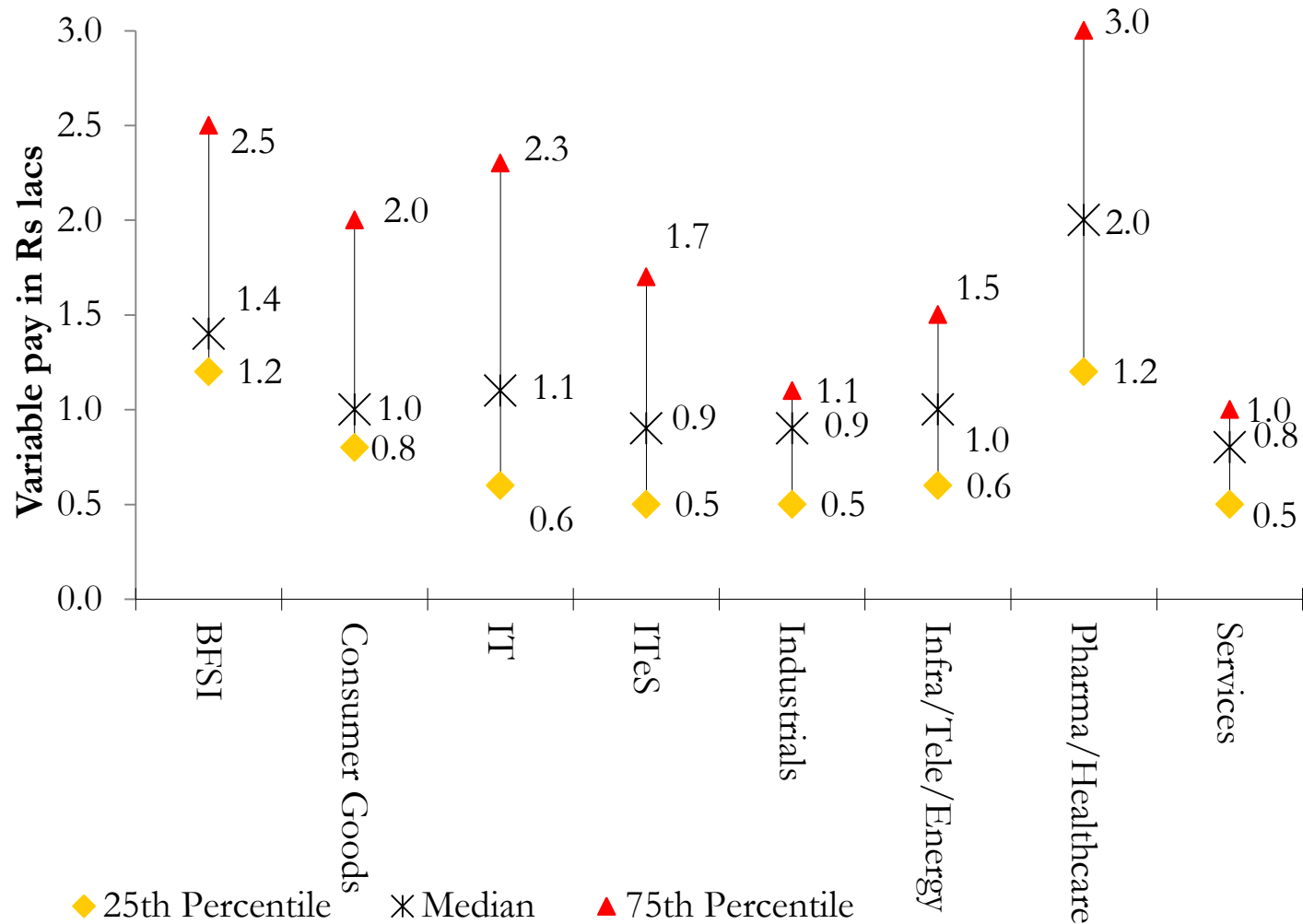
Total Variable Pay 2017-18: Entry-level, Sectoral



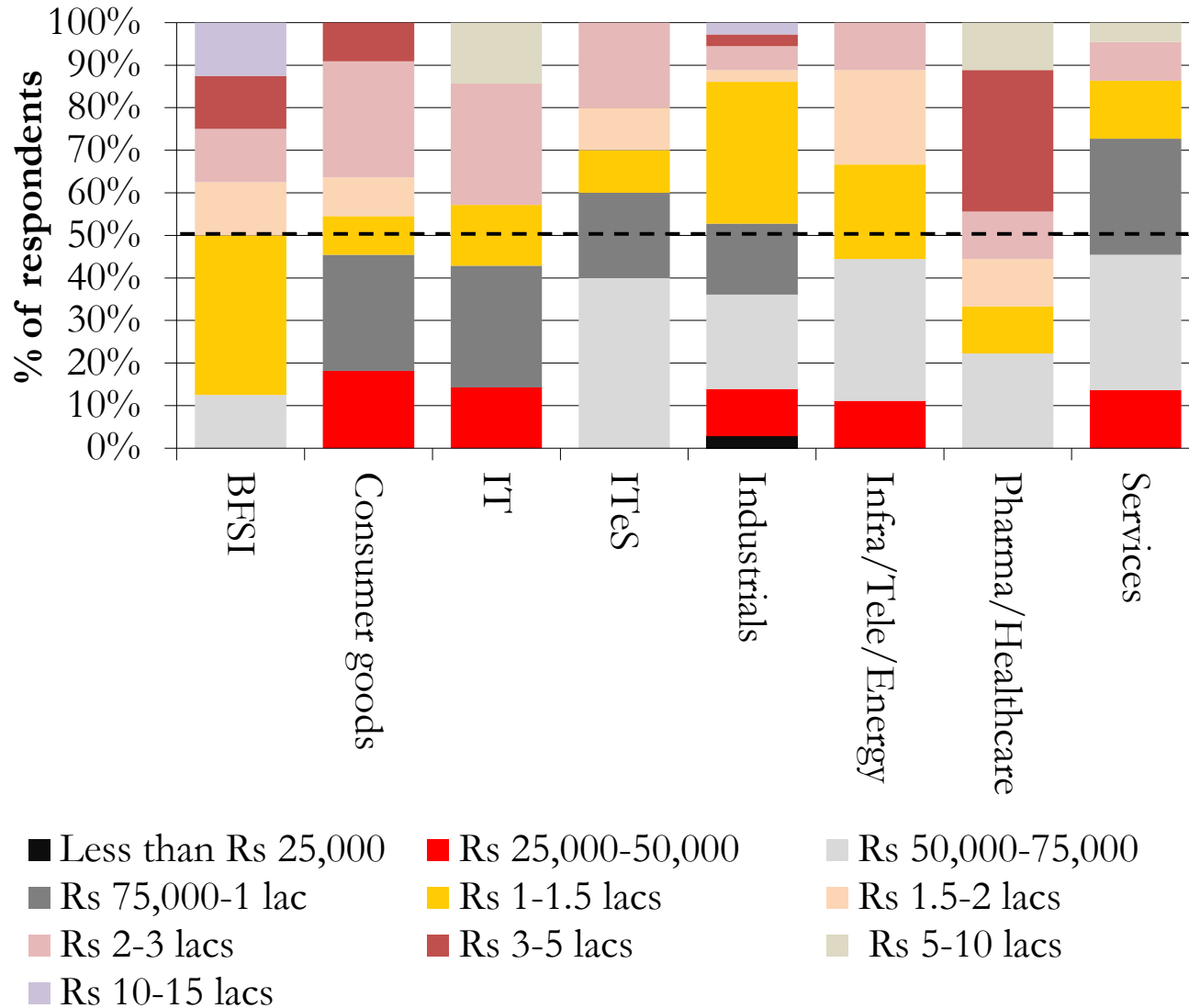
Total Variable Pay 2017-18: Entry-level, Sectoral



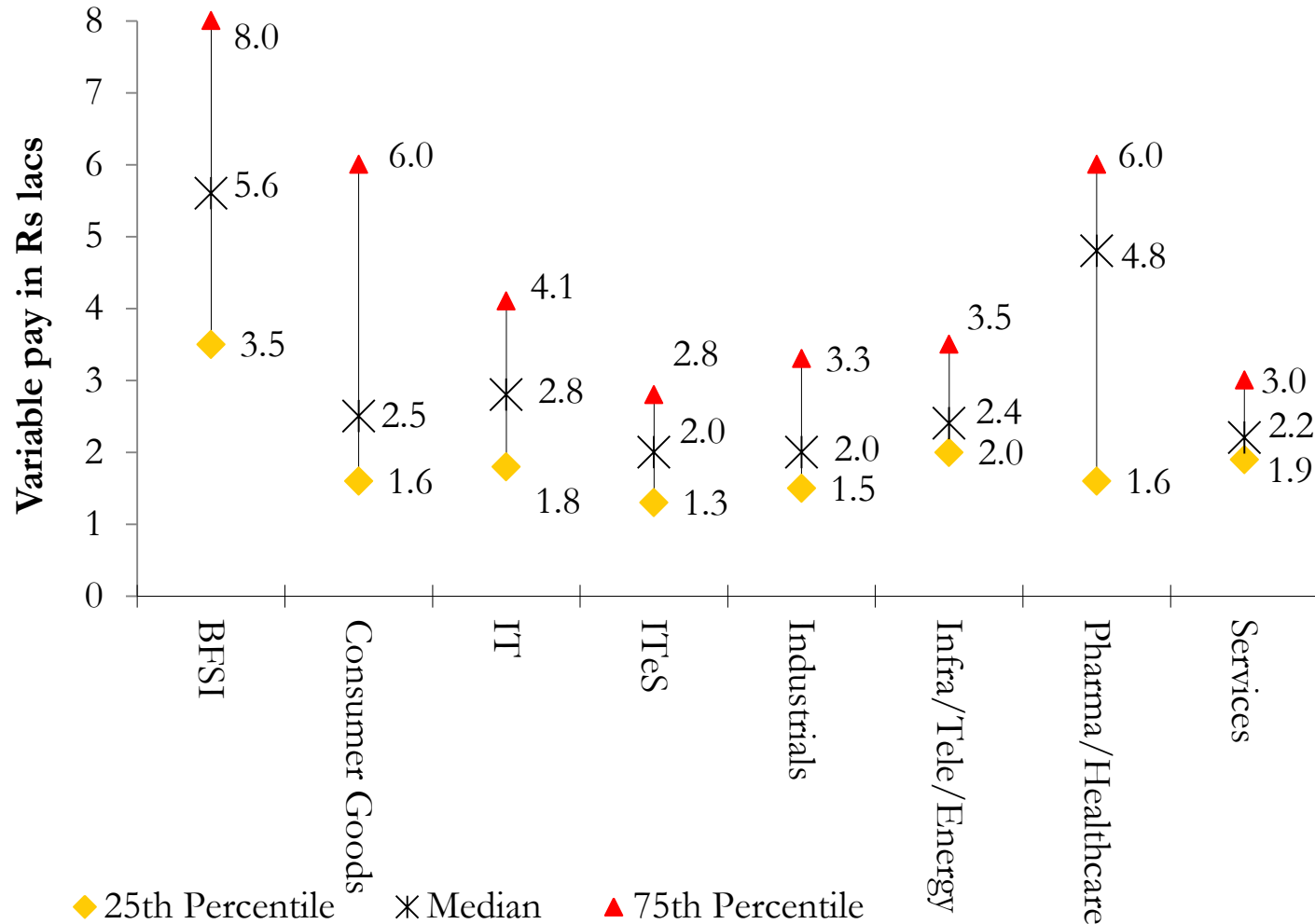
Total Variable Pay 2017-18: Junior Management, Sectoral



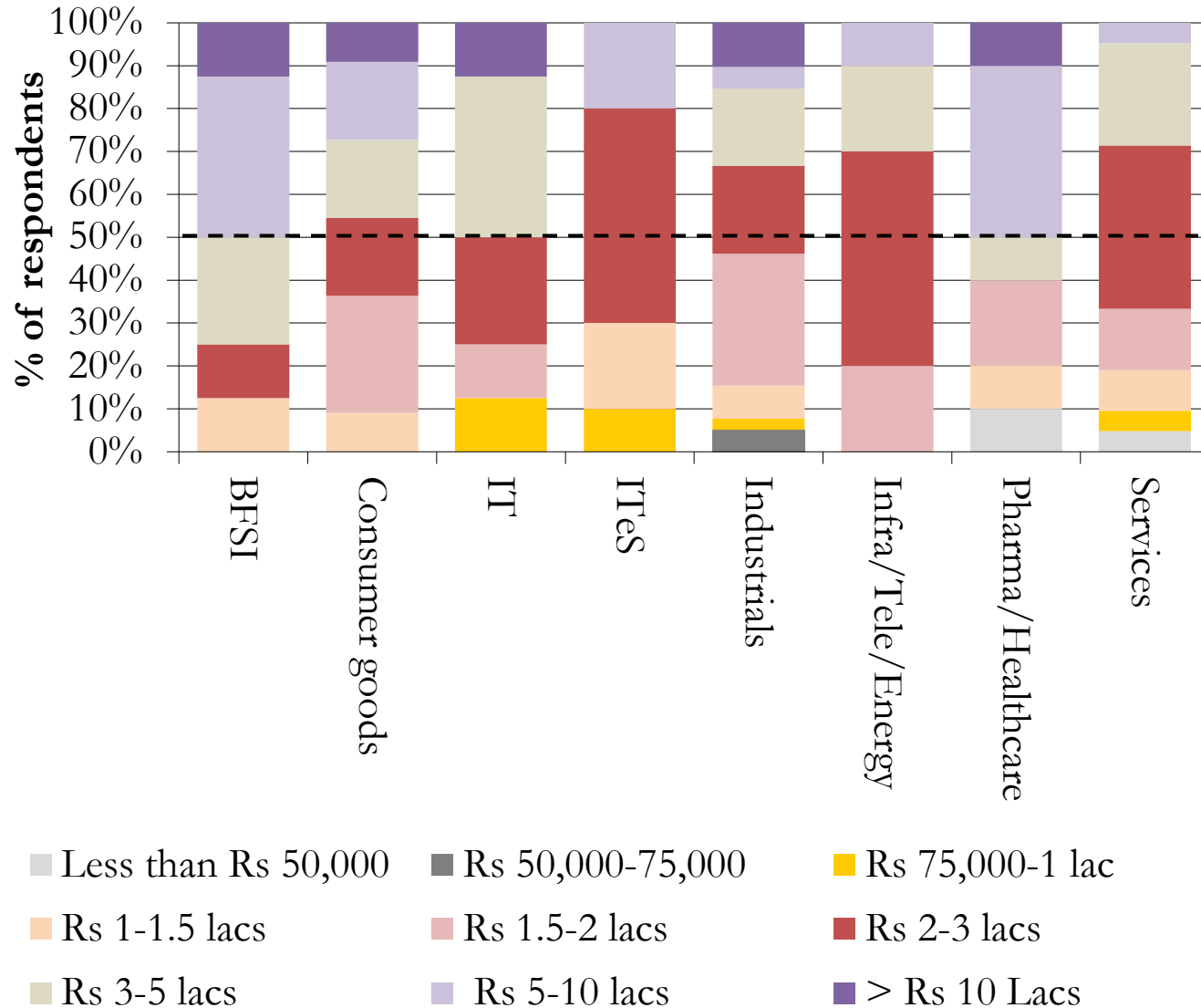
Total Variable Pay 2017-18: Junior Management, Sectoral



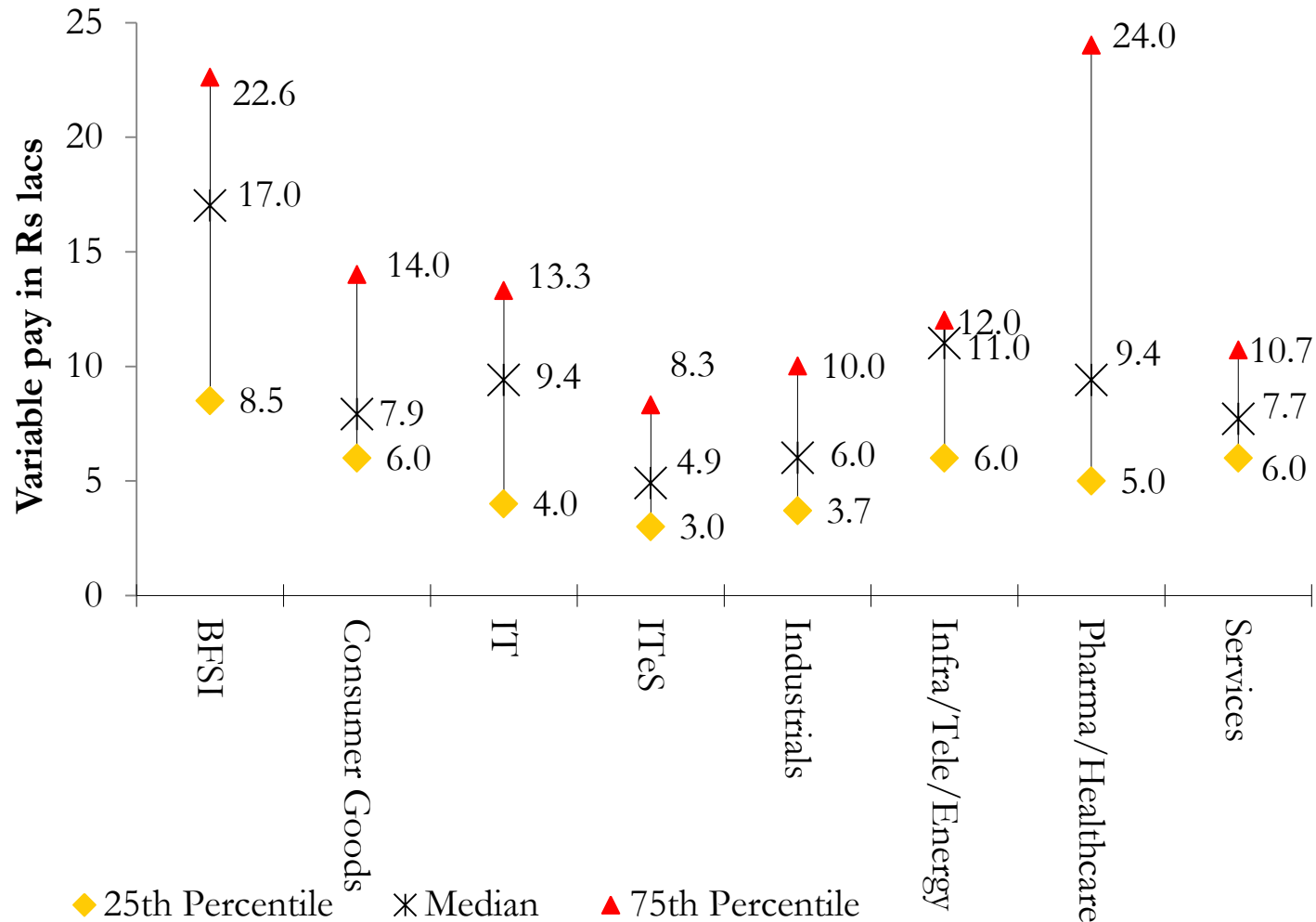
Total Variable Pay 2017-18: Middle Management, Sectoral



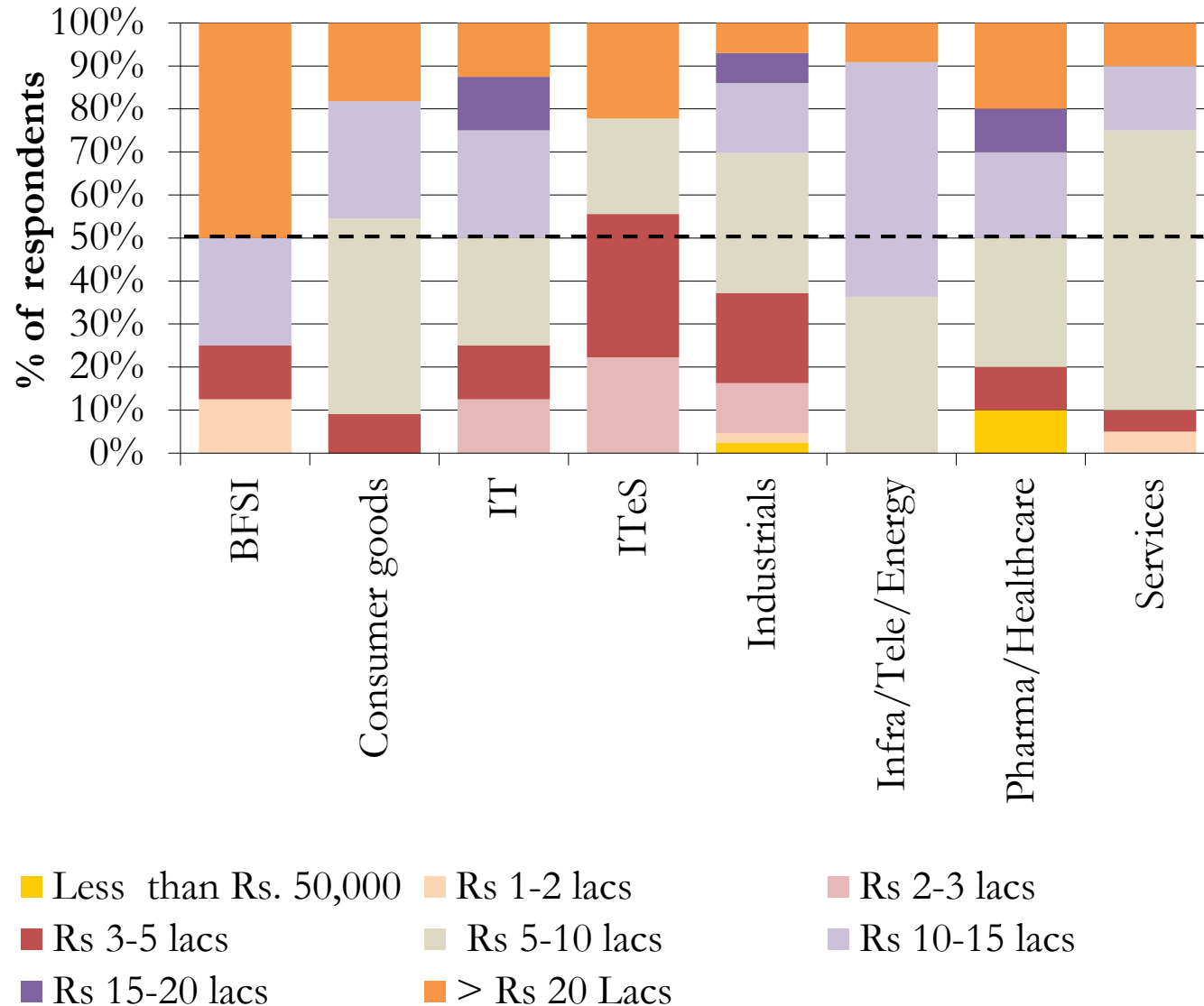
Total Variable Pay 2017-18: Middle Management, Sectoral



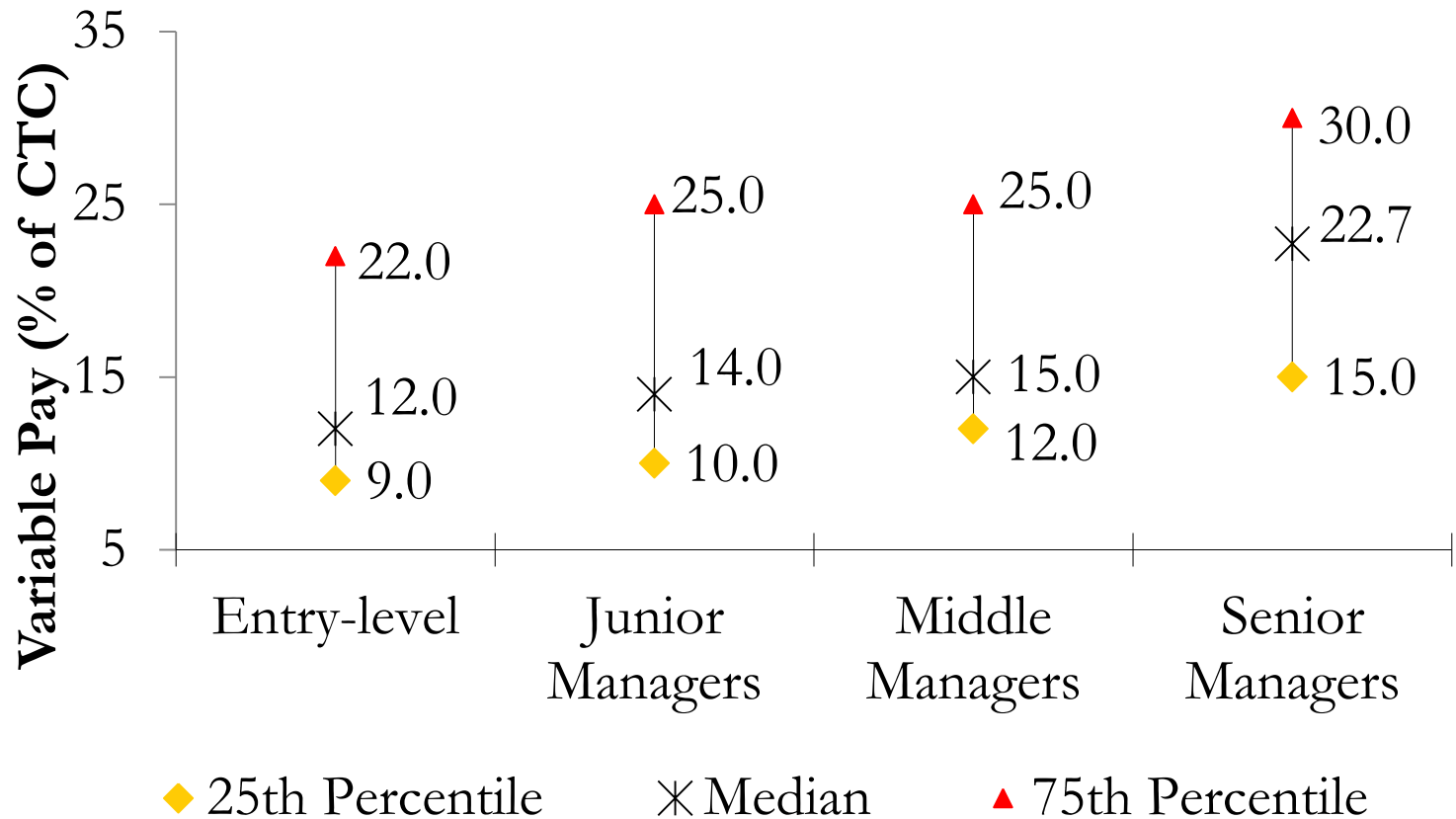
Total Variable Pay 2017-18: Senior Management, Sectoral



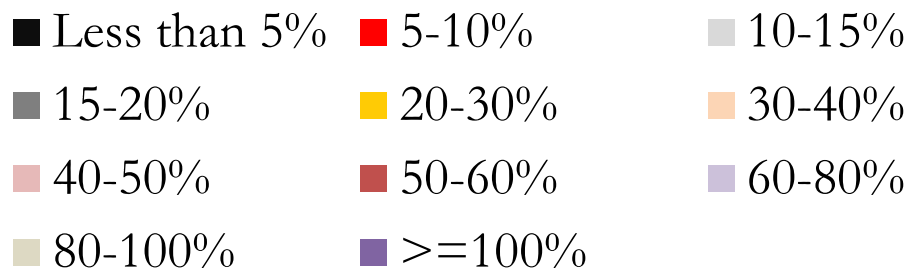
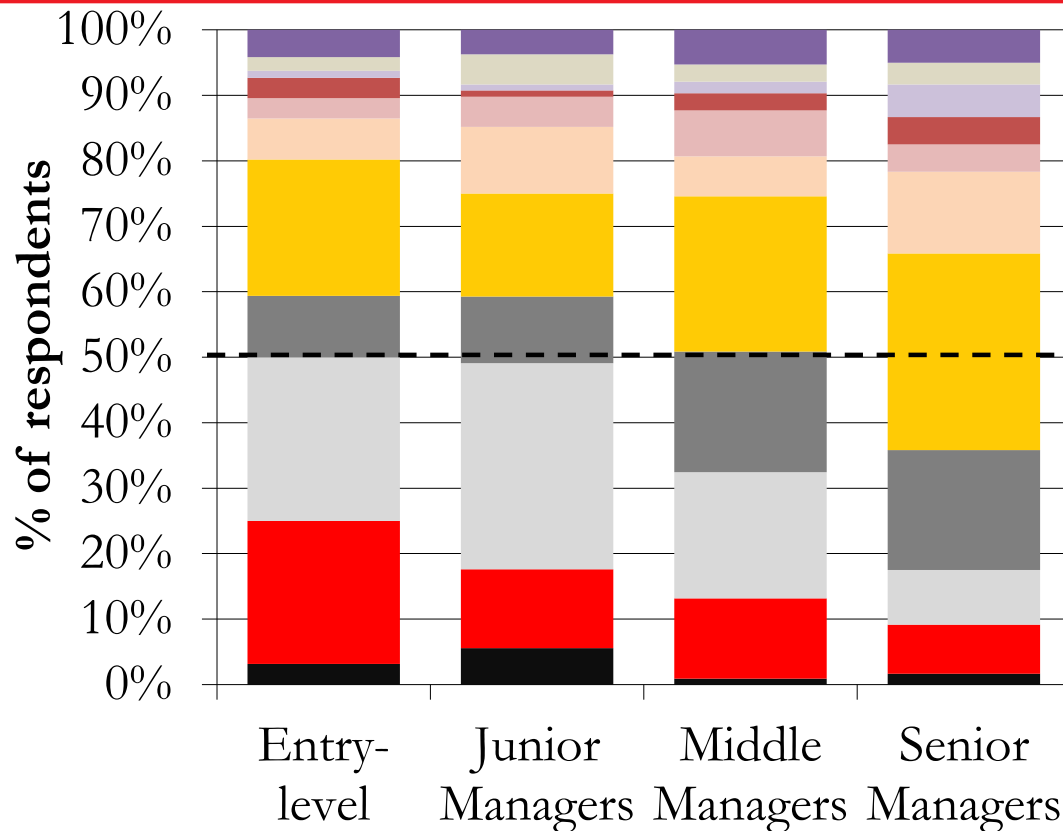
Total Variable Pay 2017-18: Senior Management, Sectoral



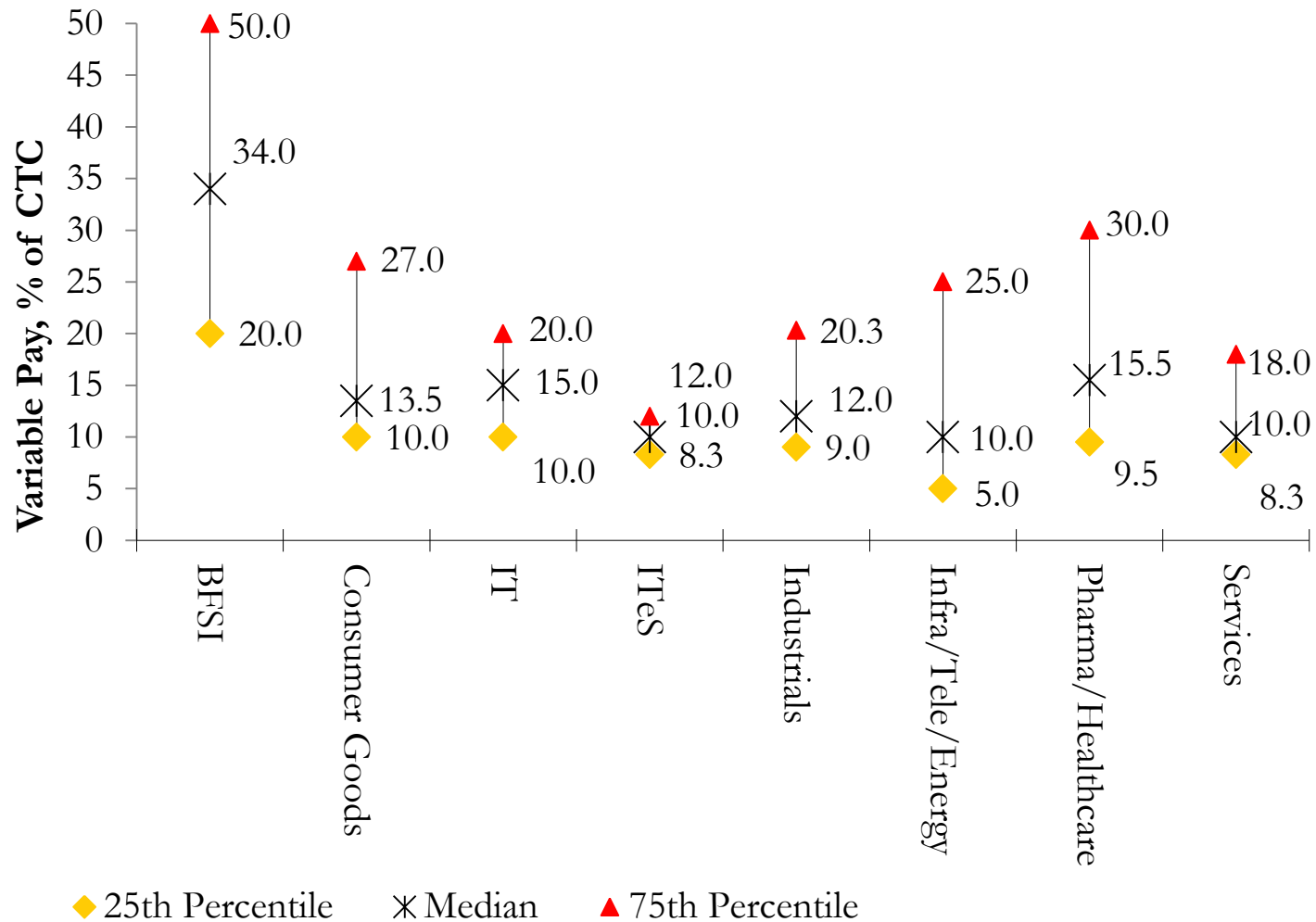
Total Variable Pay (including Bonus, Incentives, and Commission), as % of CTC, 2017-18: Entry-level to Senior Management



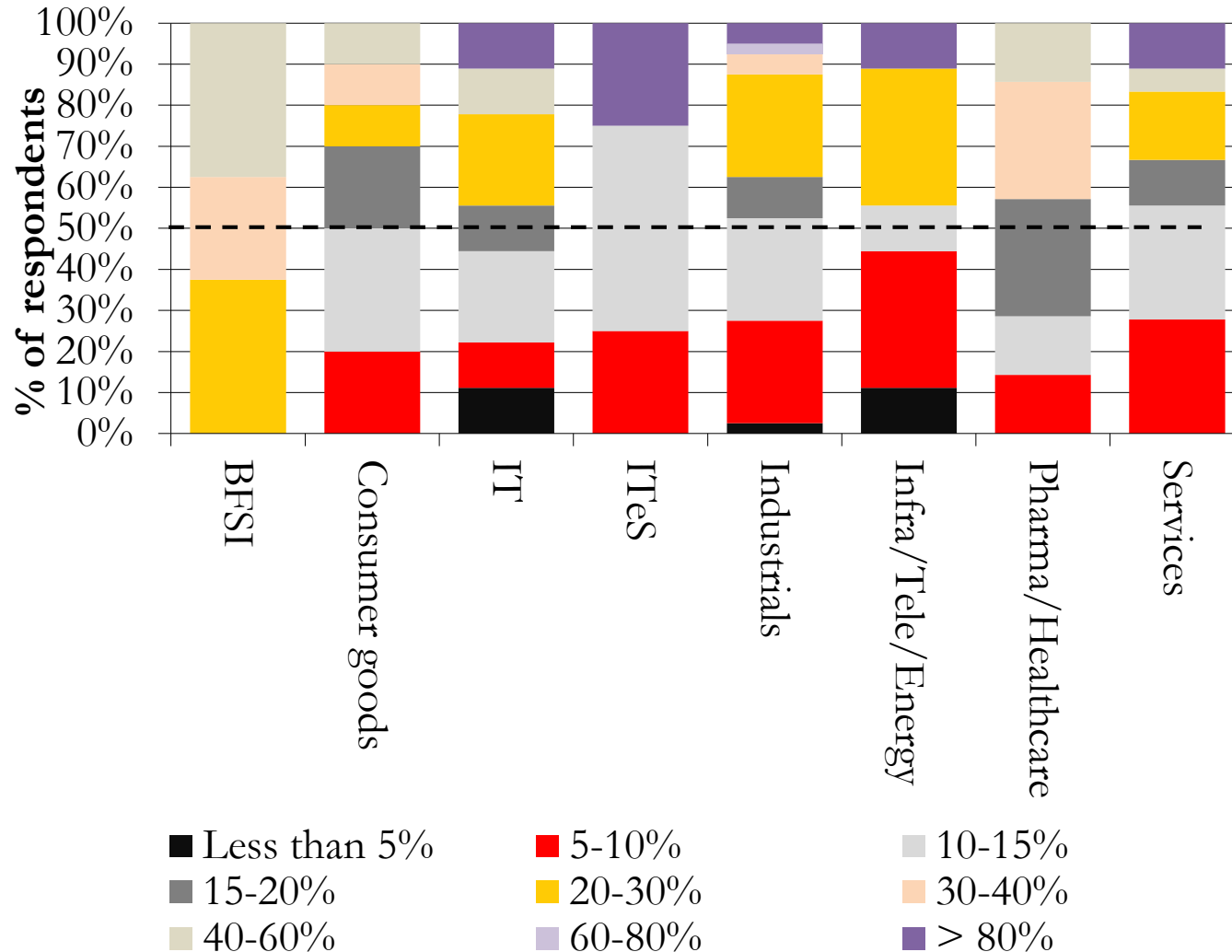
Total Variable Pay (including Bonus, Incentives, and Commission), as % of CTC, 2017-18: Entry-level to Senior Management



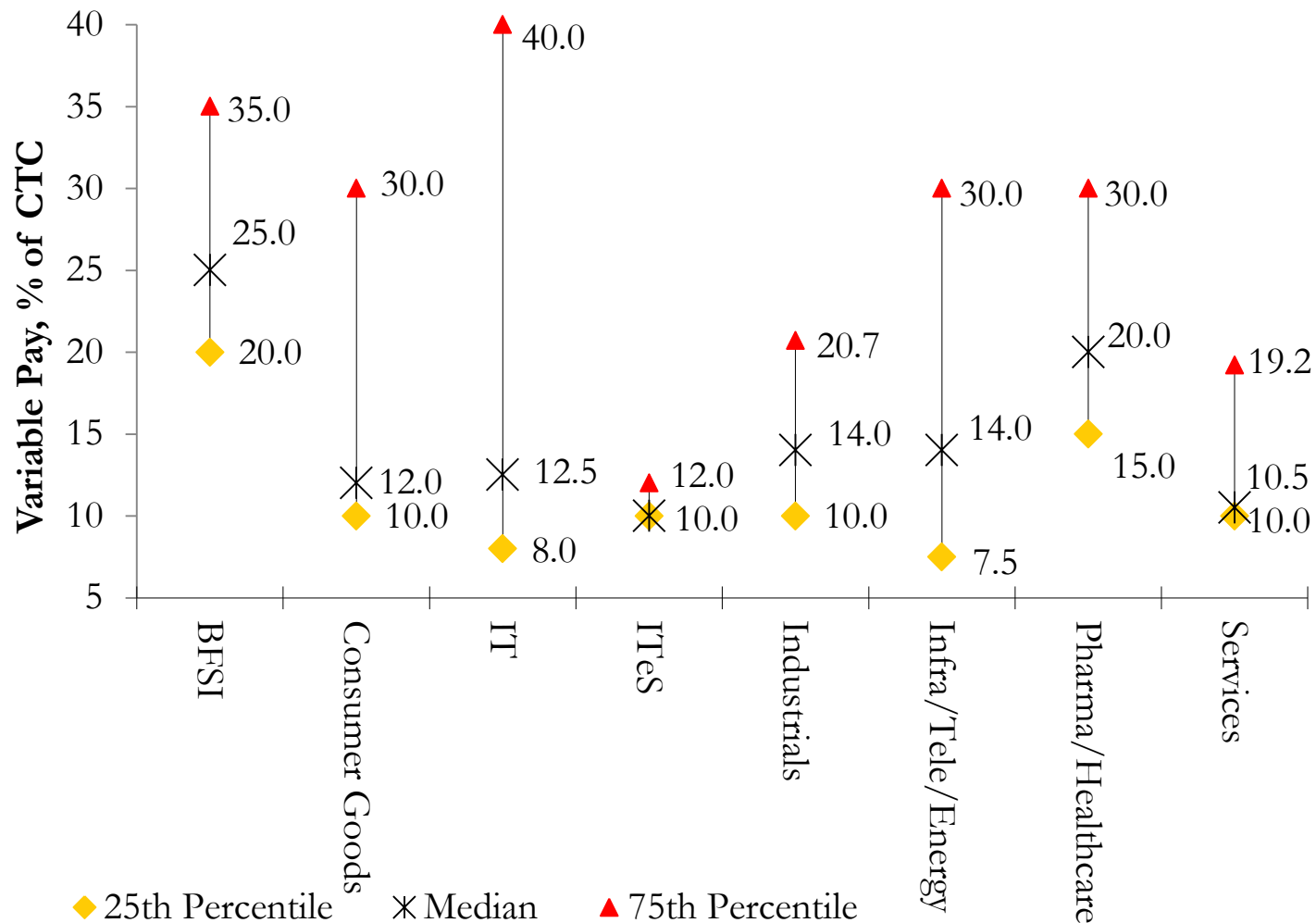
Total Variable Pay (including Bonus, Incentives, and Commission), as % of CTC, 2017-18: Entry-level, Sectoral



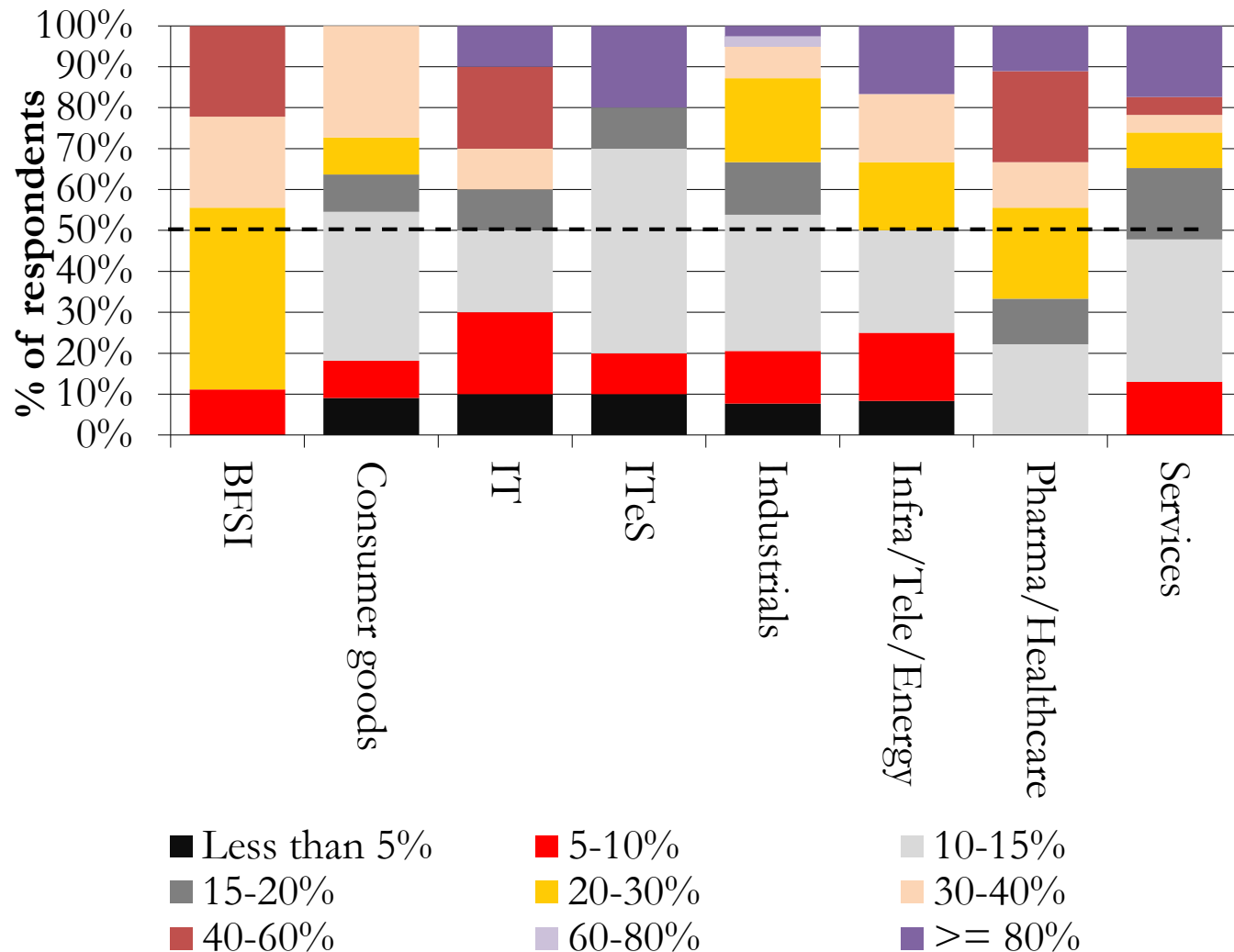
Total Variable Pay (including Bonus, Incentives, and Commission), as % of CTC, 2017-18: Entry-level, Sectoral



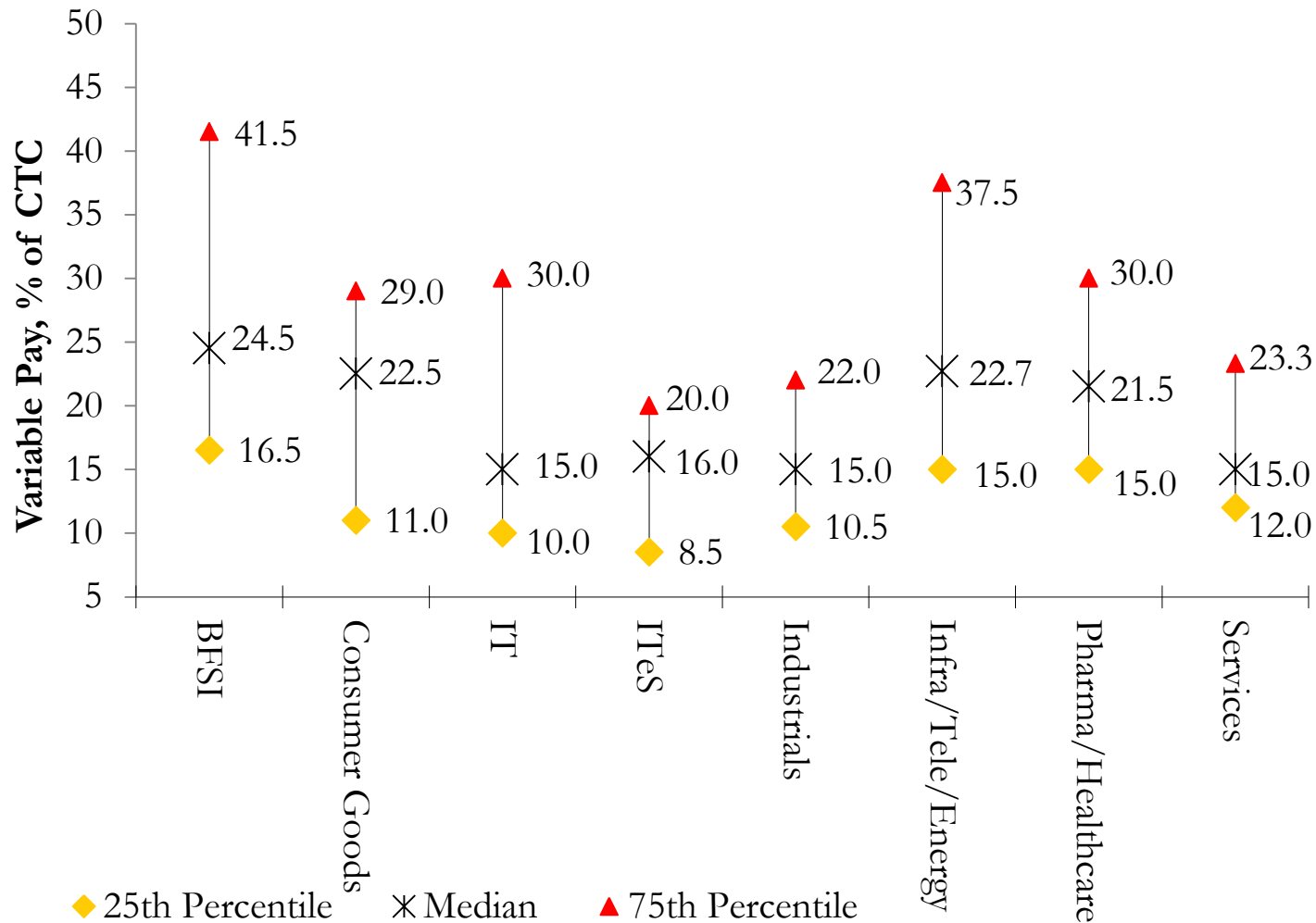
Total Variable Pay (including Bonus, Incentives, and Commission), as % of CTC, 2017-18: Junior Management, Sectoral



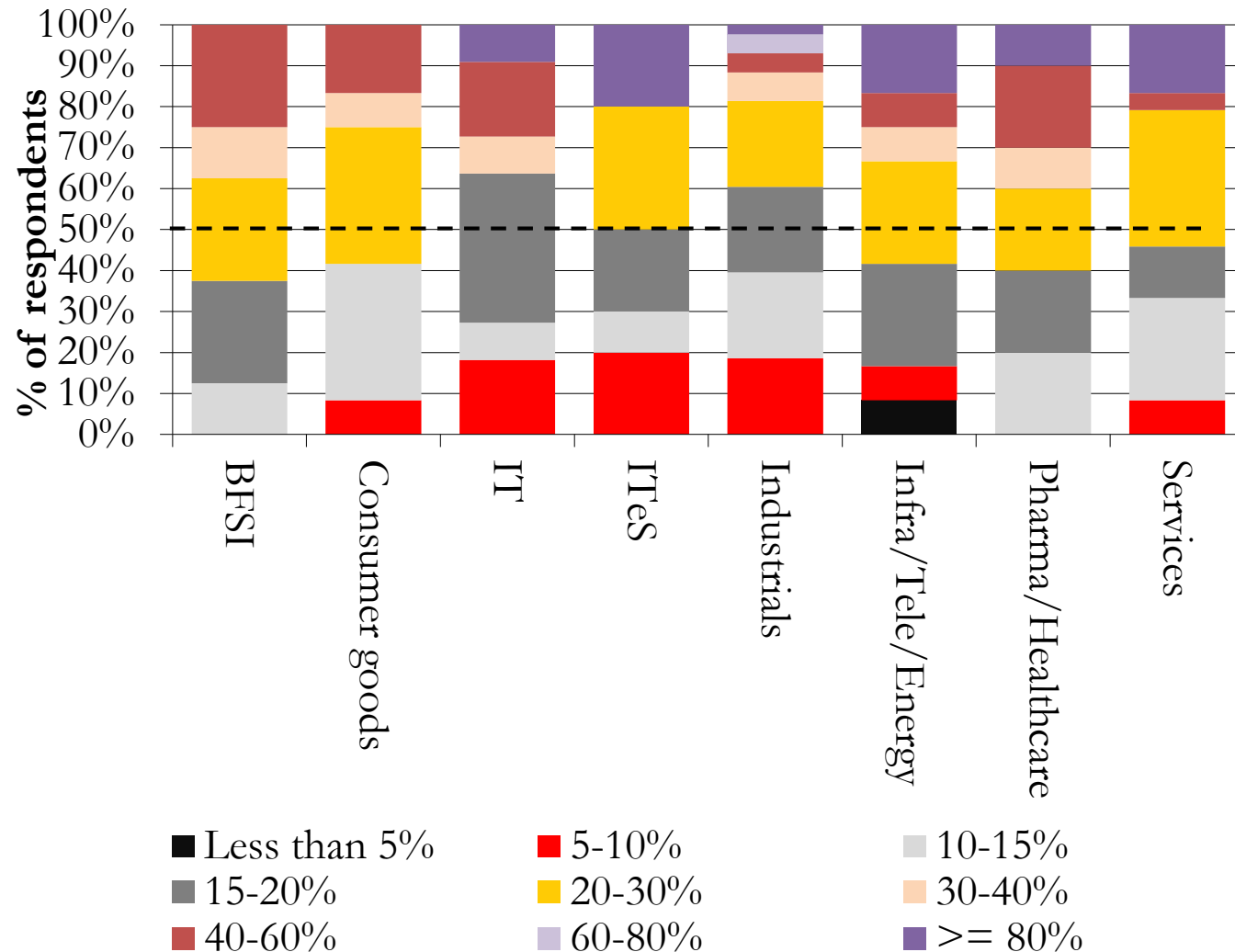
Total Variable Pay (including Bonus, Incentives, and Commission), as % of CTC, 2017-18: Junior Management, Sectoral



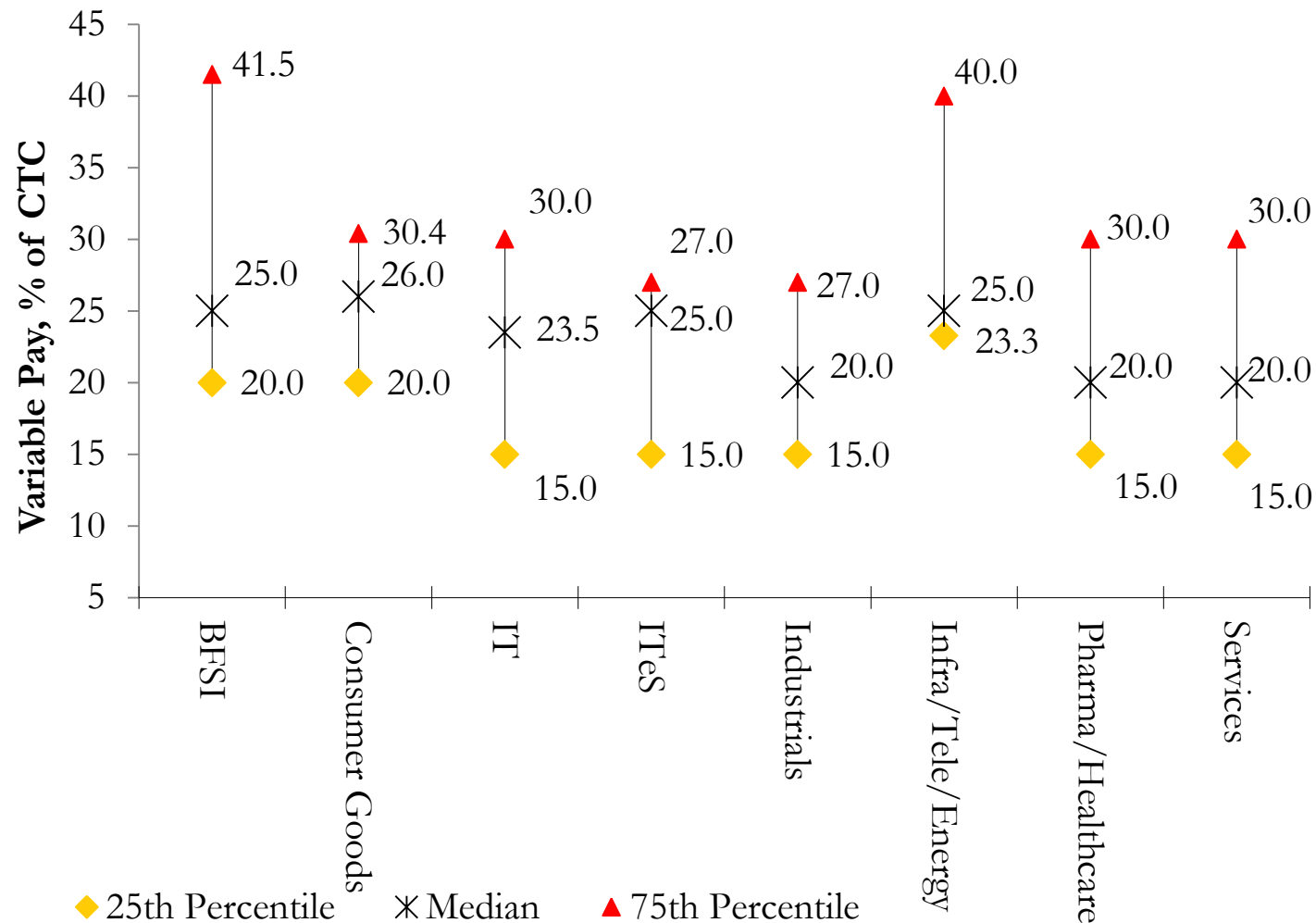
Total Variable Pay (including Bonus, Incentives, and Commission), as % of CTC, 2017-18: Middle Management, Sectoral



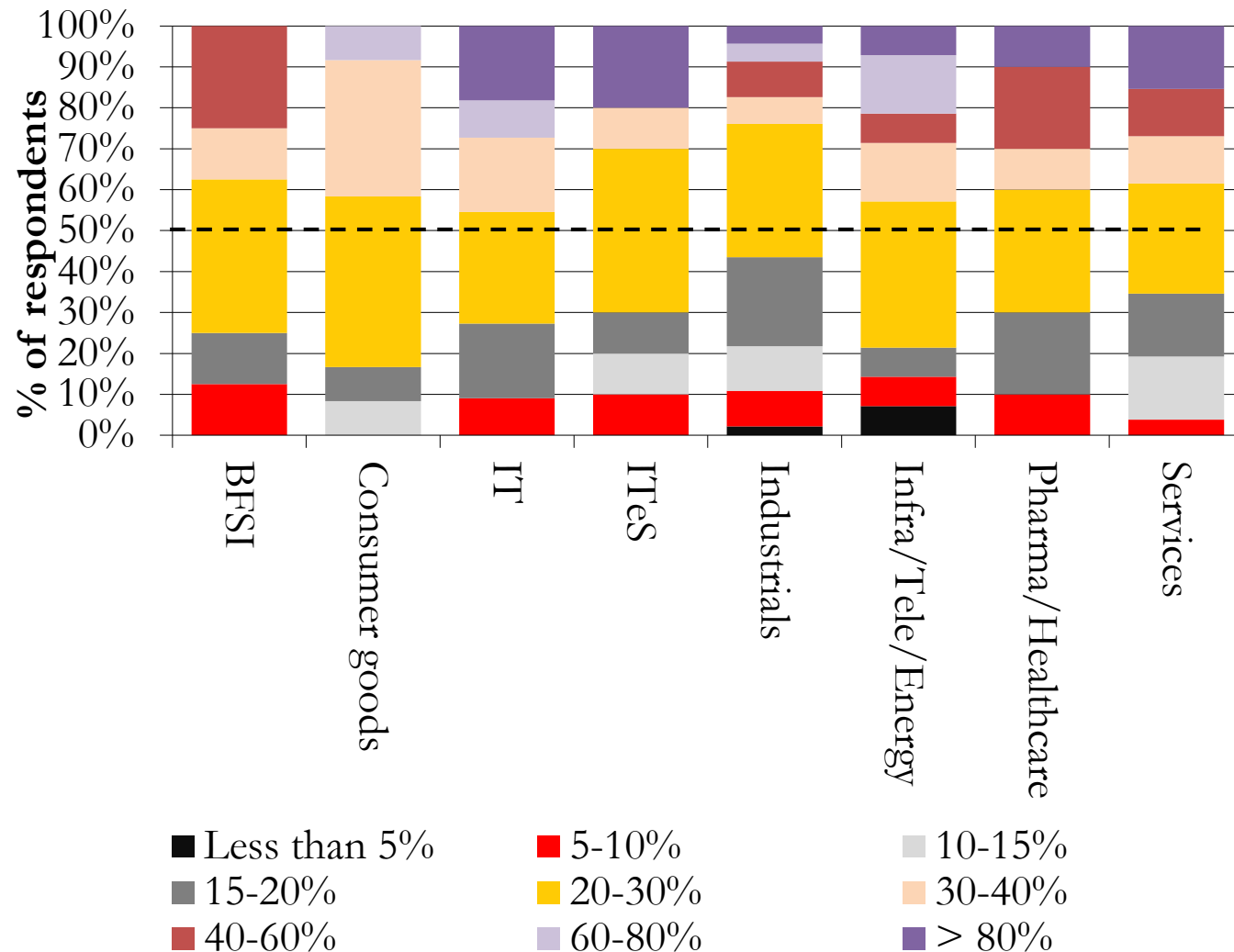
Total Variable Pay (including Bonus, Incentives, and Commission), as % of CTC, 2017-18: Middle Management, Sectoral



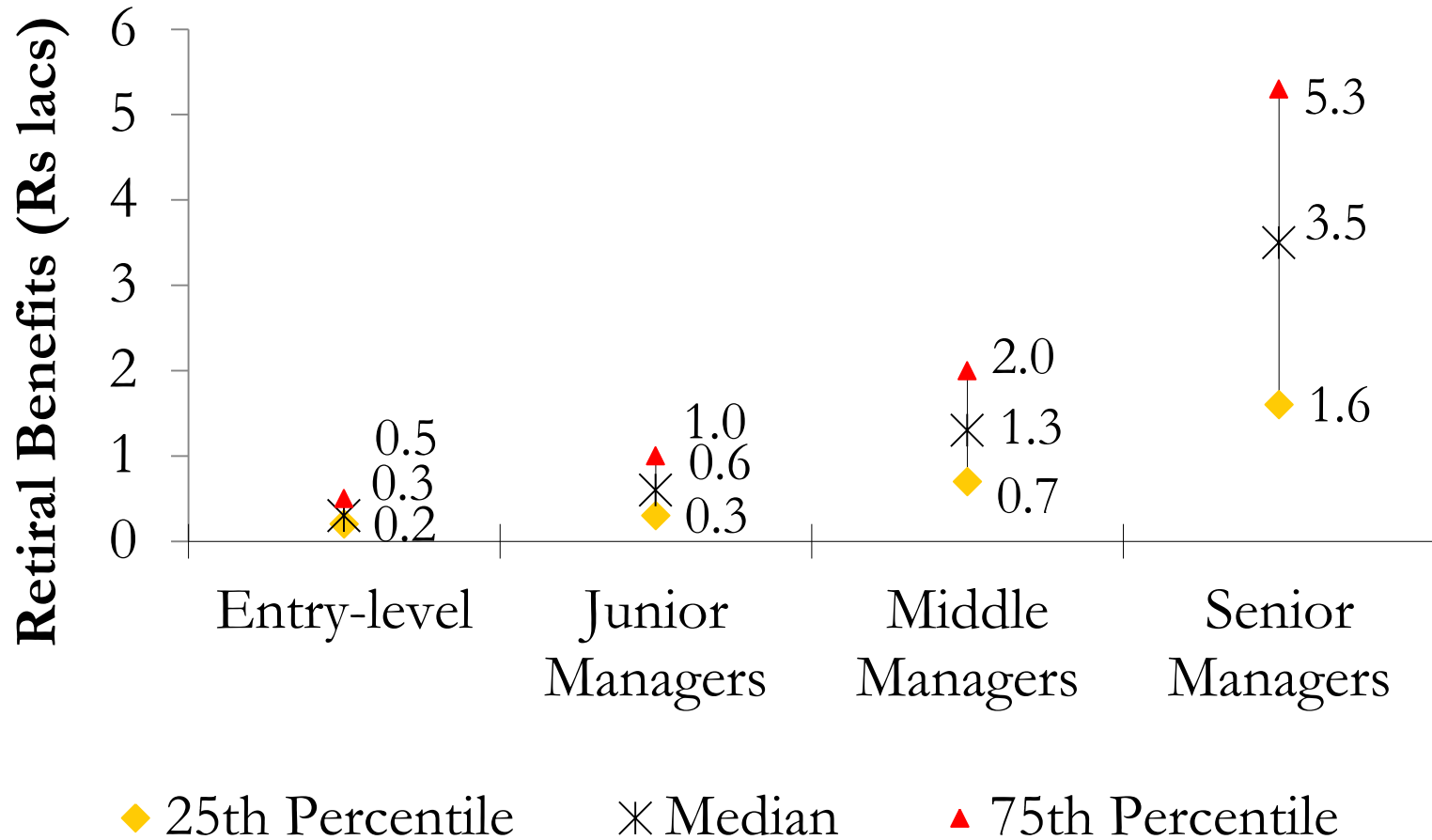
Total Variable Pay (including Bonus, Incentives, and Commission), as % of CTC, 2017-18: Senior Management, Sectoral



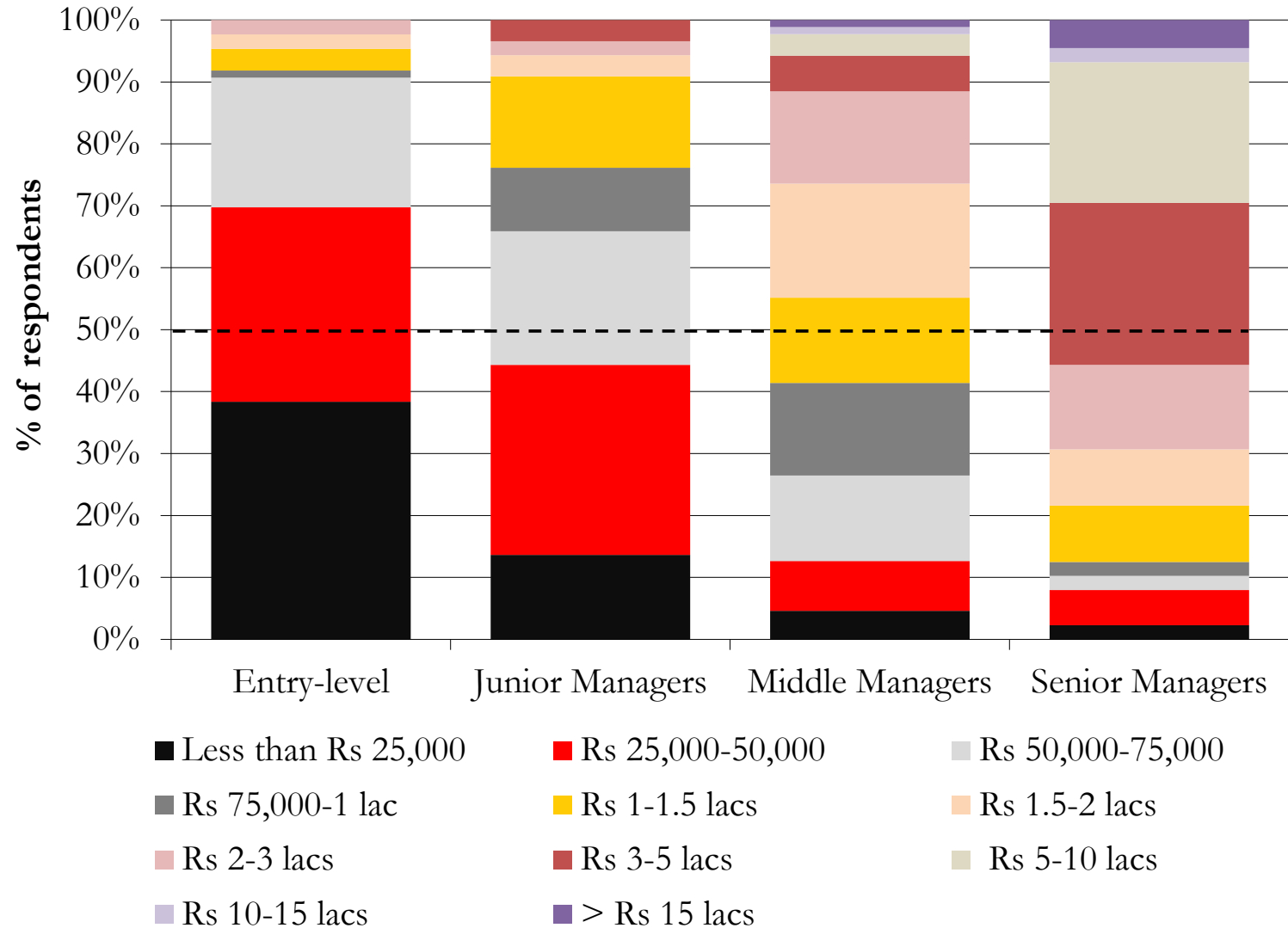
Total Variable Pay (including Bonus, Incentives, and Commission), as % of CTC, 2017-18: Senior Management, Sectoral



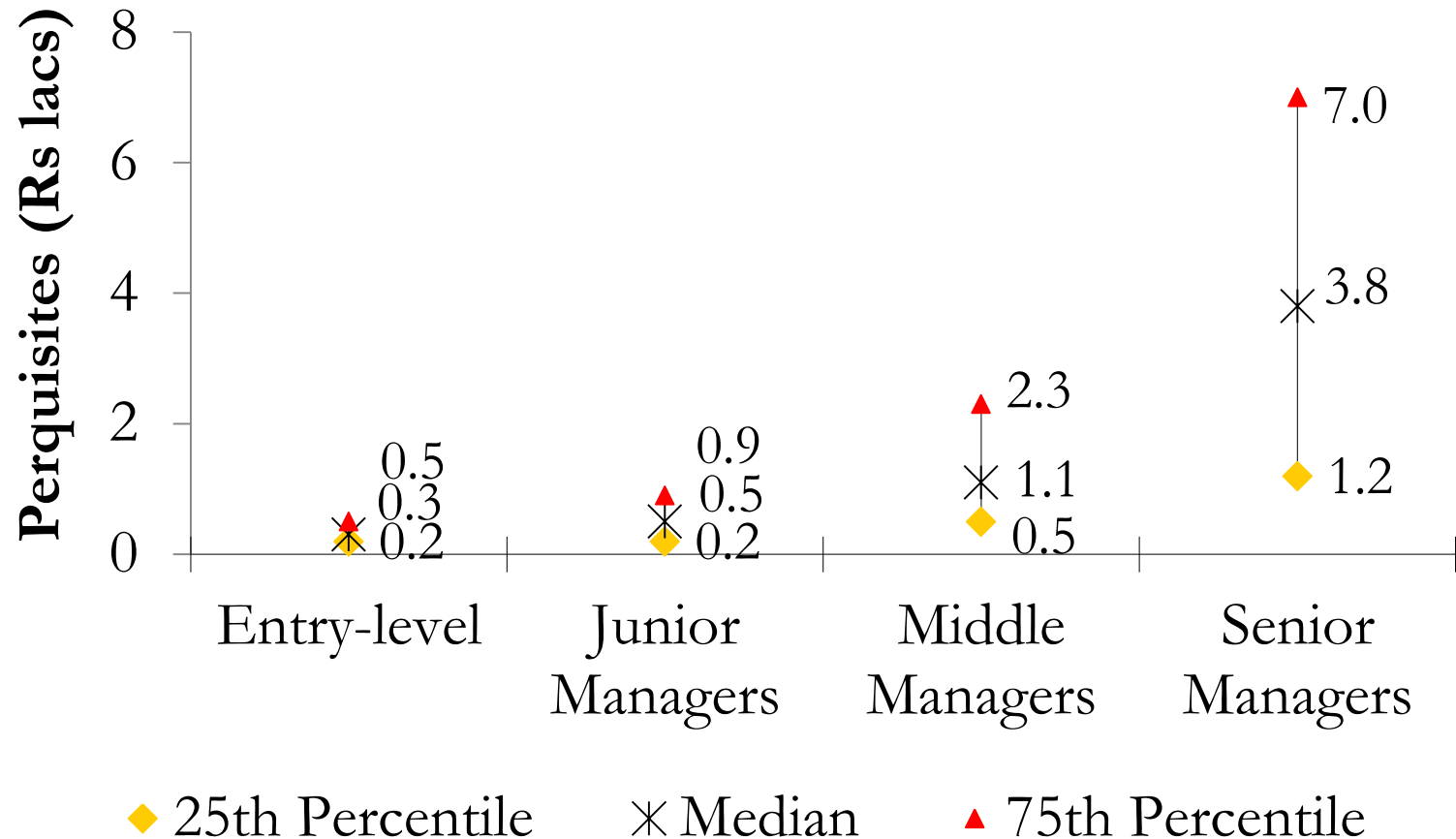
Retiral Benefits, 2017-18: Entry-level to Senior Management



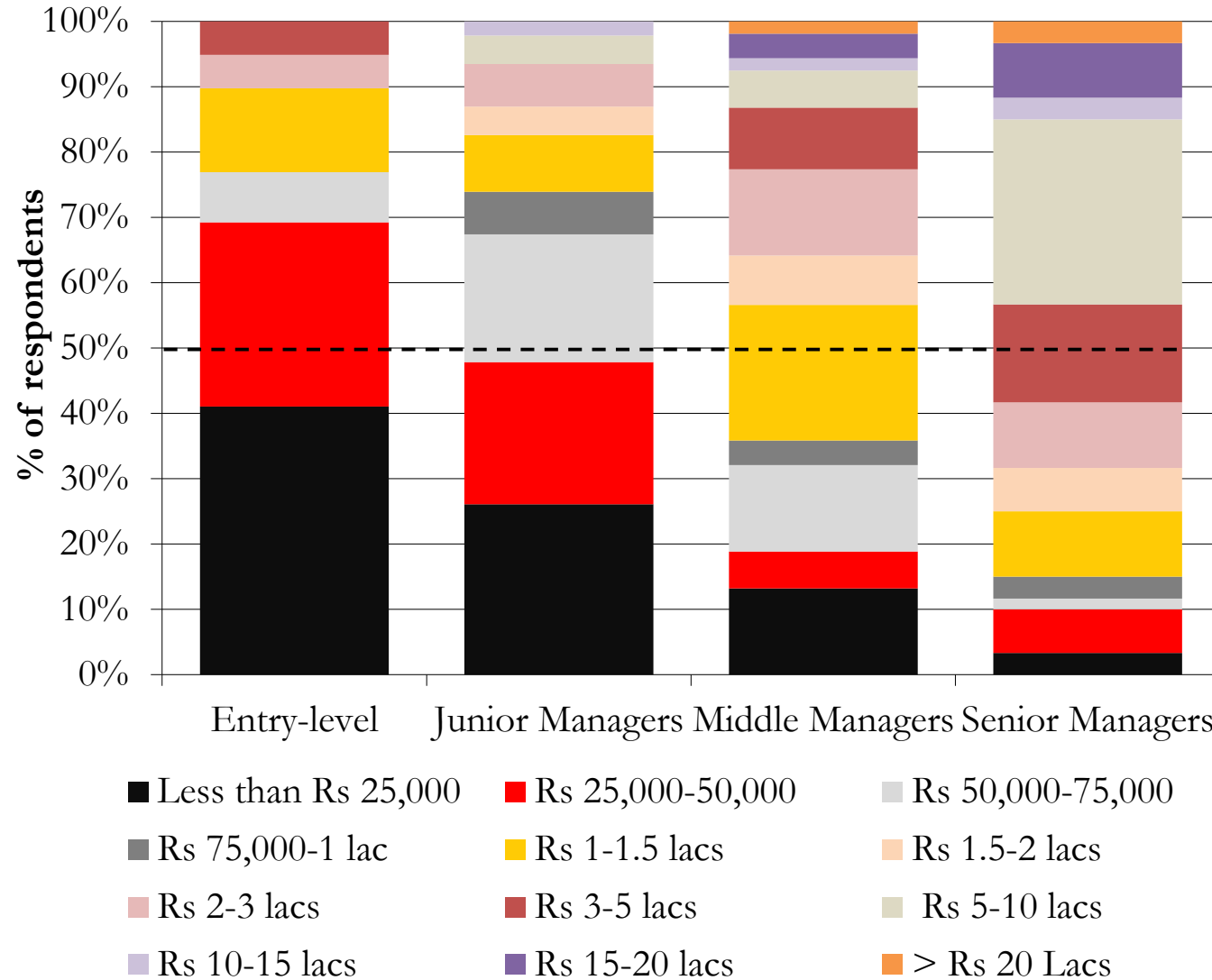
Retiral Benefits, 2017-18: Entry-level to Senior Management



Value of perquisites, 2017-18: Entry-level to Senior Management



Value of perquisites, 2017-18: Entry-level to Senior Management



Top performer Total CTC, 2017-18: Entry-level to Senior Management



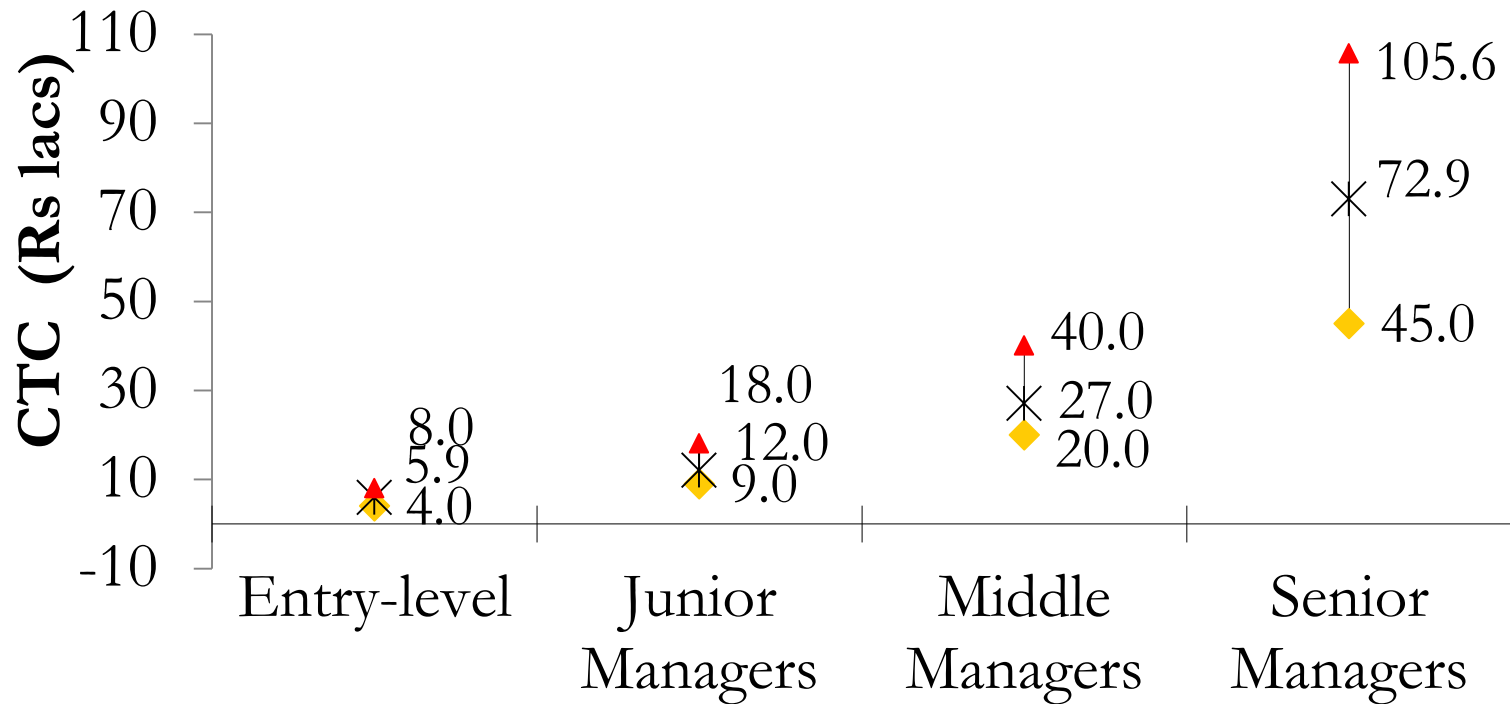
Standard performer →

4.0

9.0

20.0

51.8

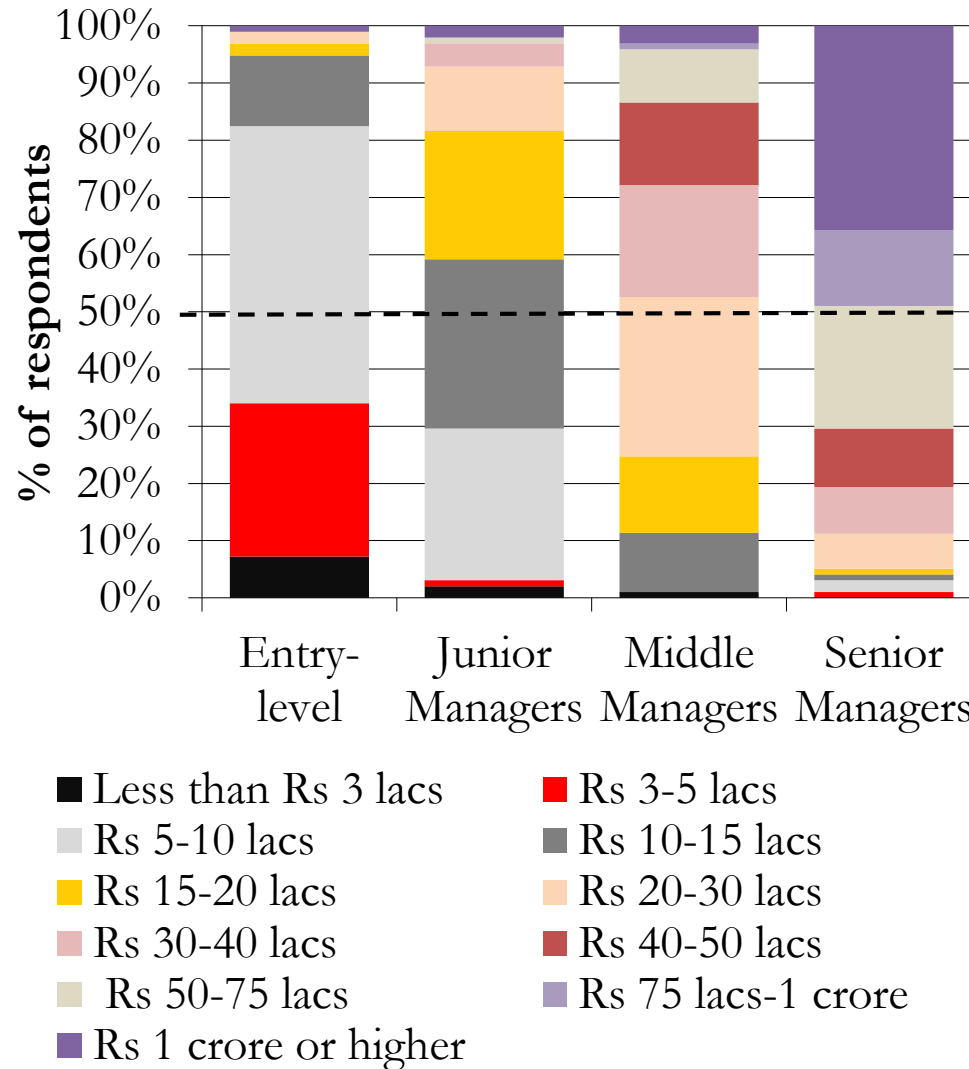


◆ 25th Percentile

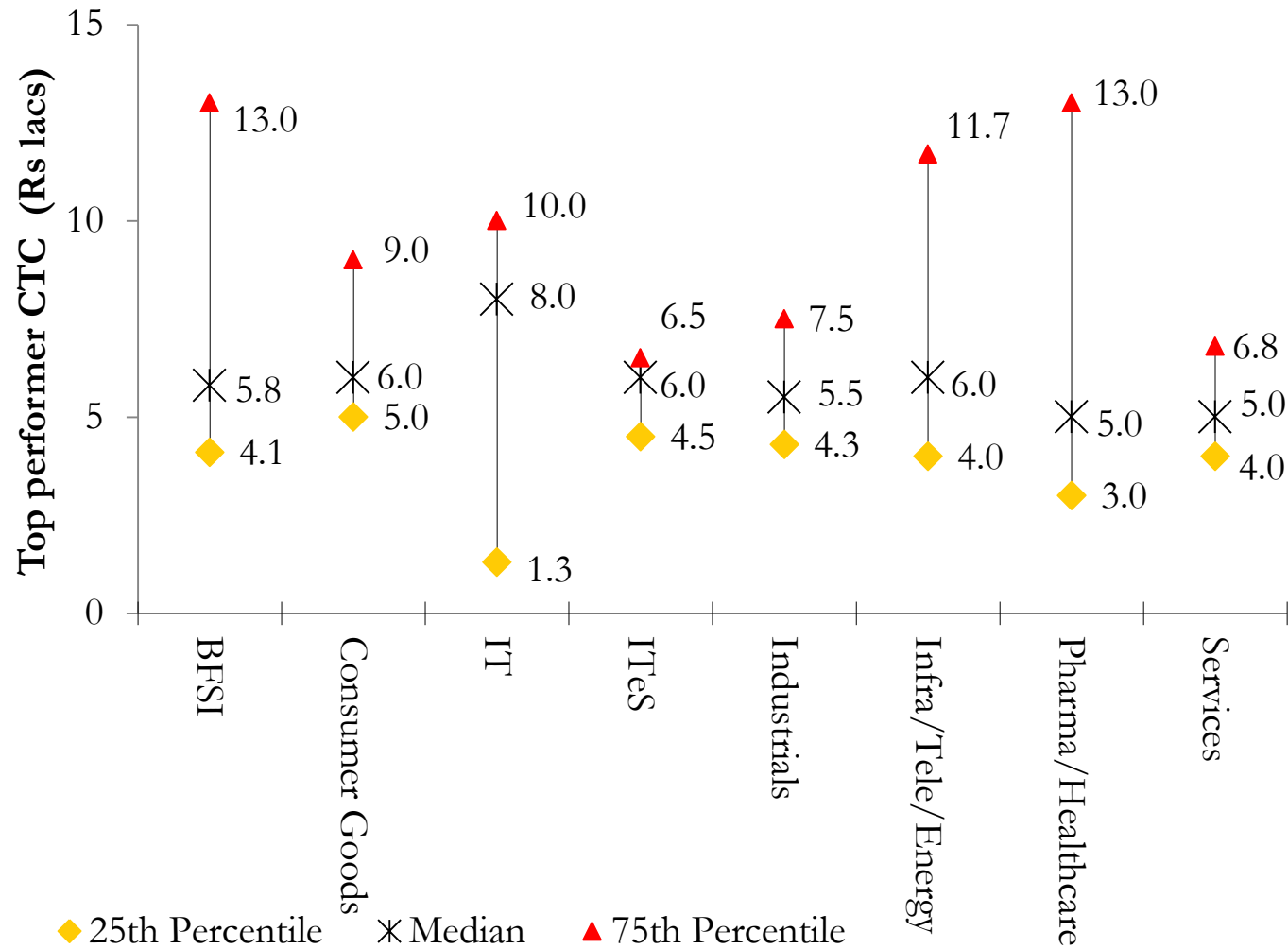
✱ Median

▲ 75th Percentile

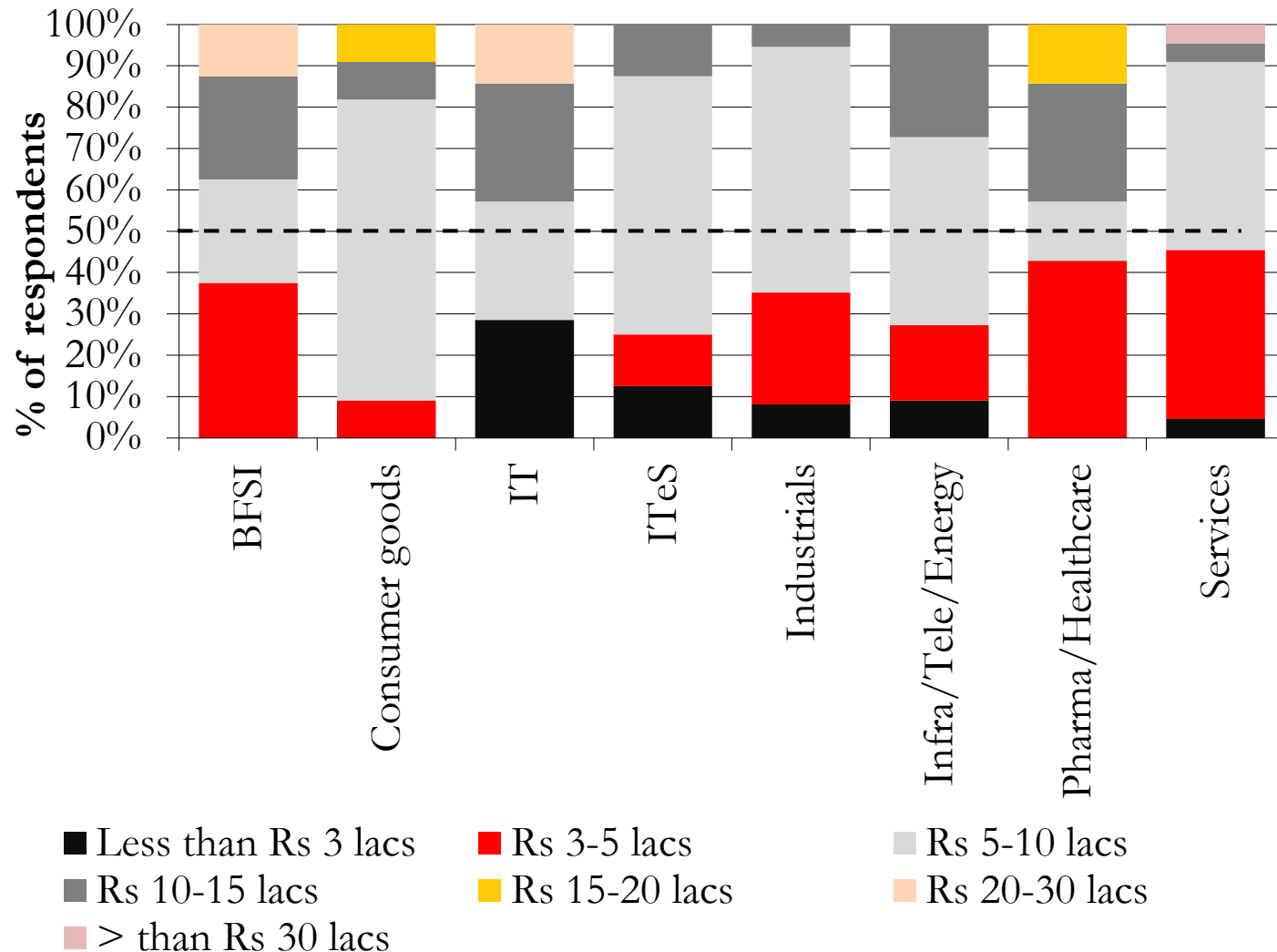
Top performer Total CTC, 2017-18: Entry-level to Senior Management



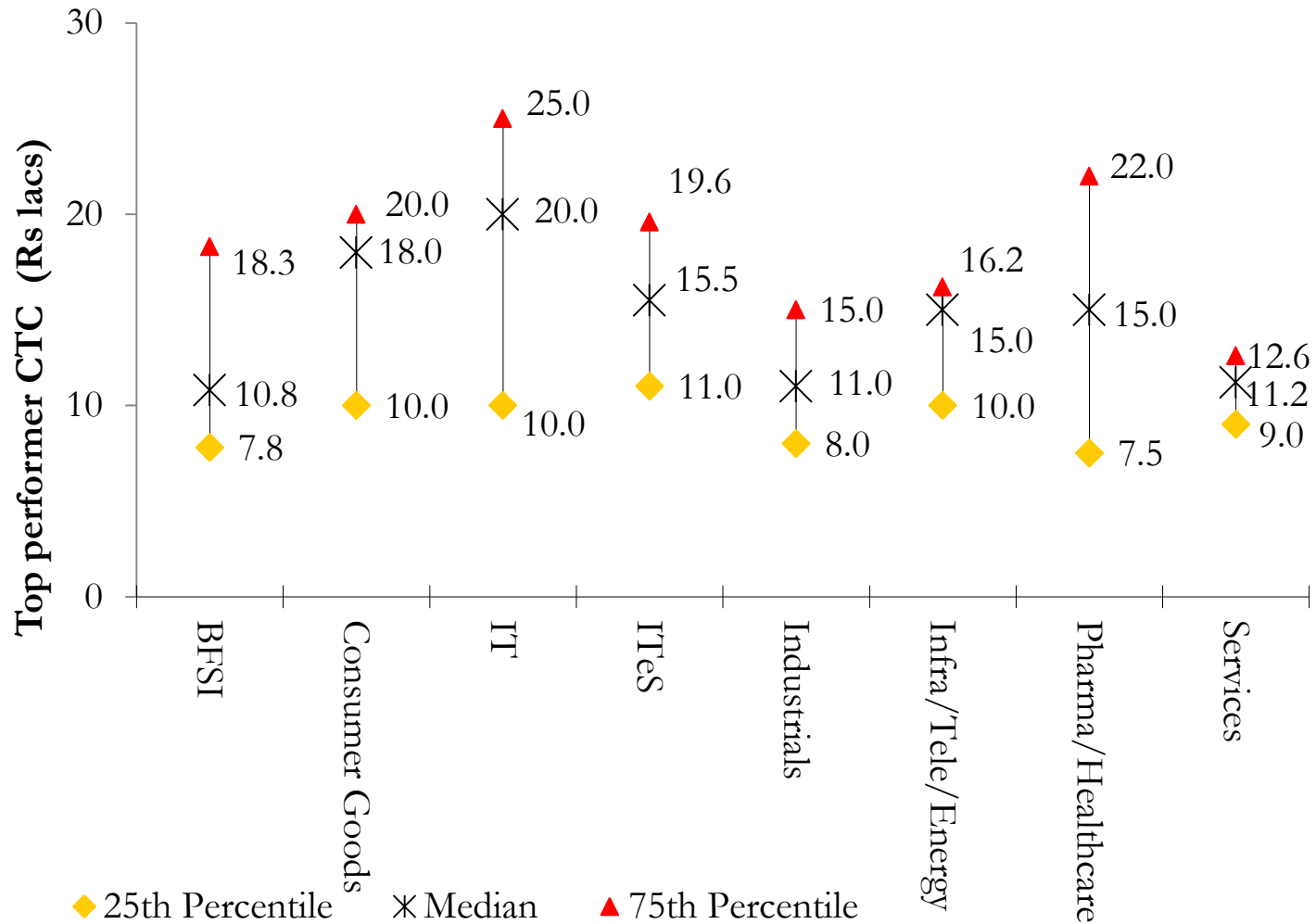
Top performer Total CTC, 2017-18: Entry-level, Sectoral



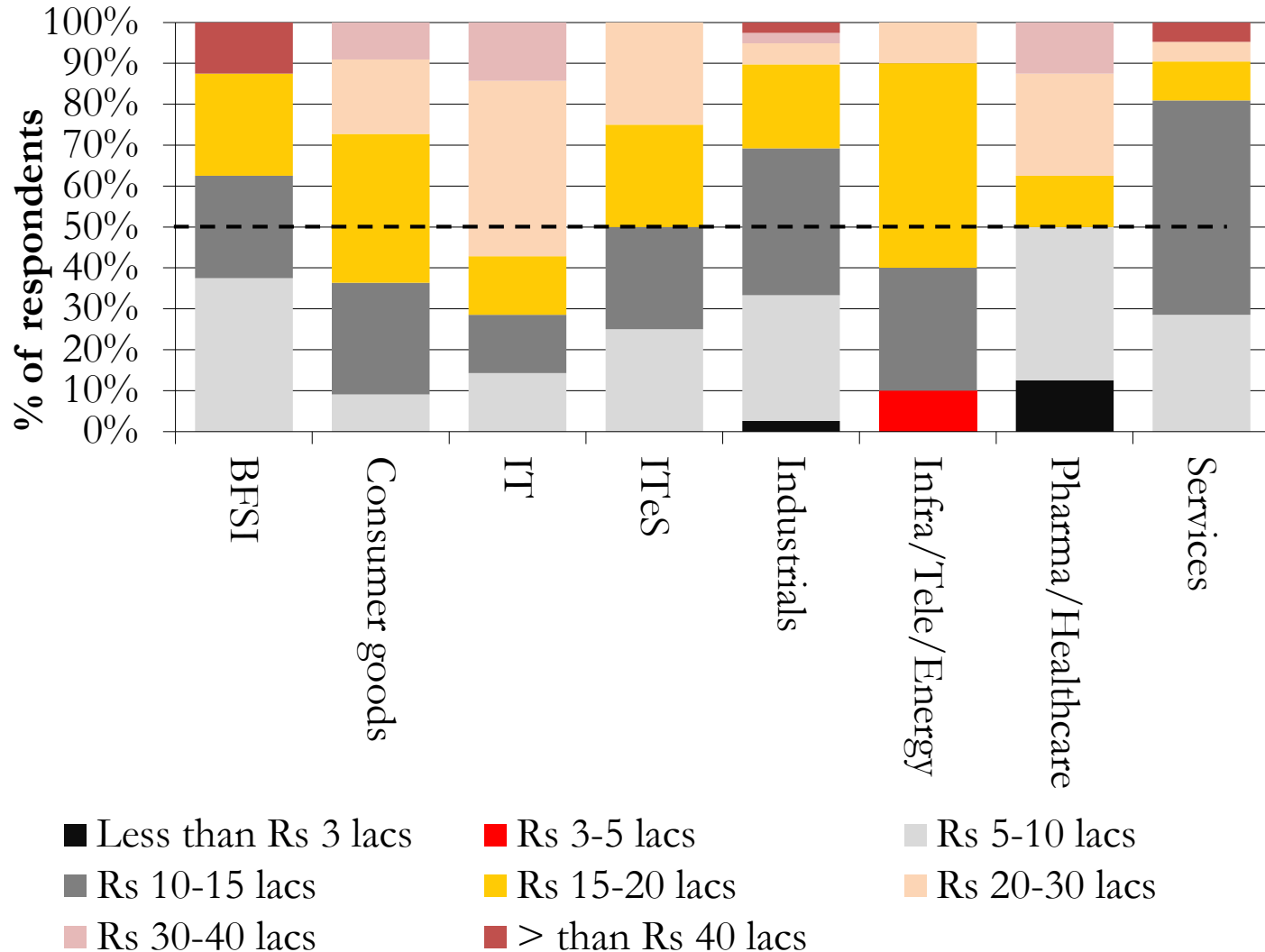
Top performer Total CTC, 2017-18: Entry-level, Sectoral



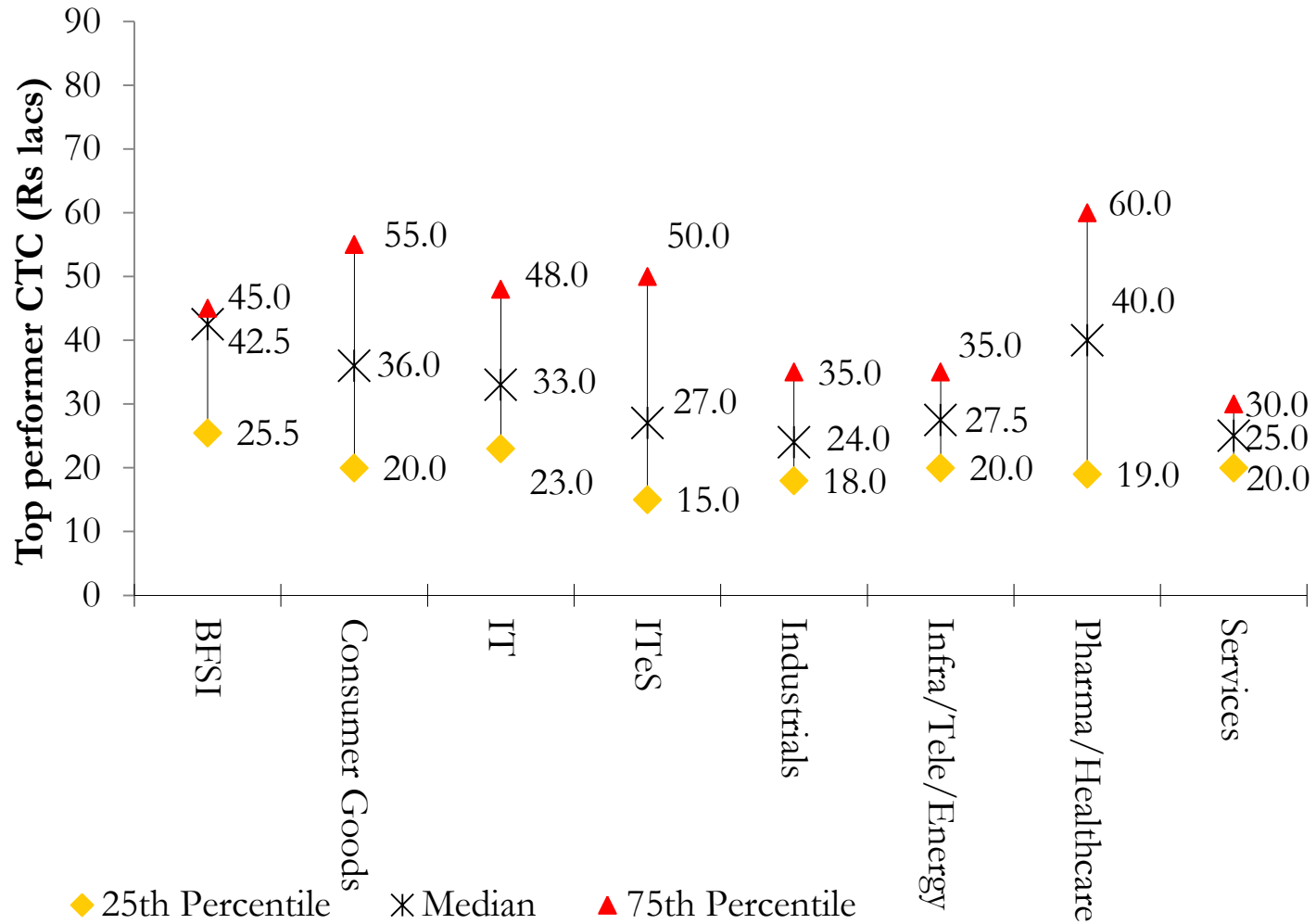
Top performer Total CTC, 2017-18: Junior Management, Sectoral



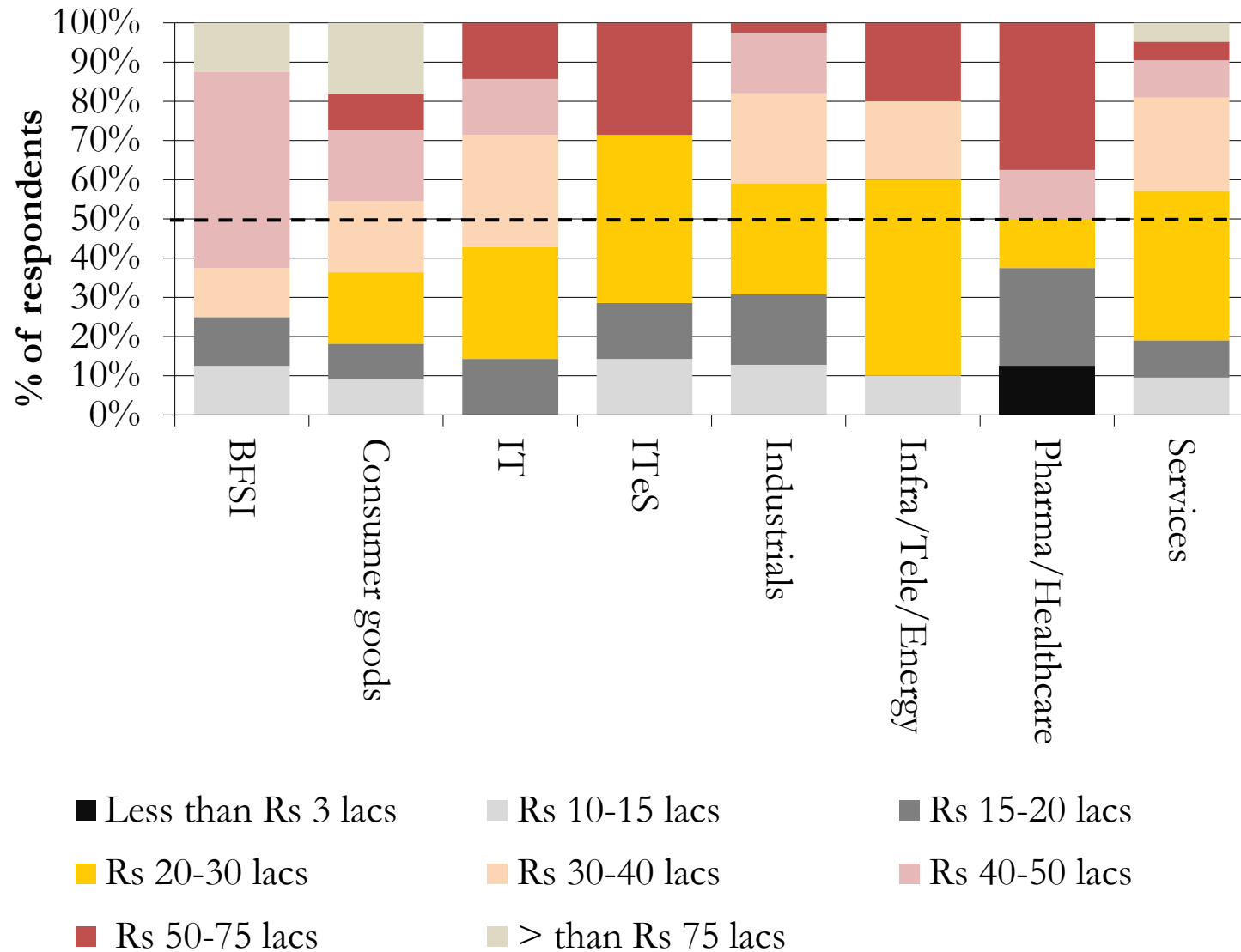
Top performer Total CTC, 2017-18: Junior Management, Sectoral



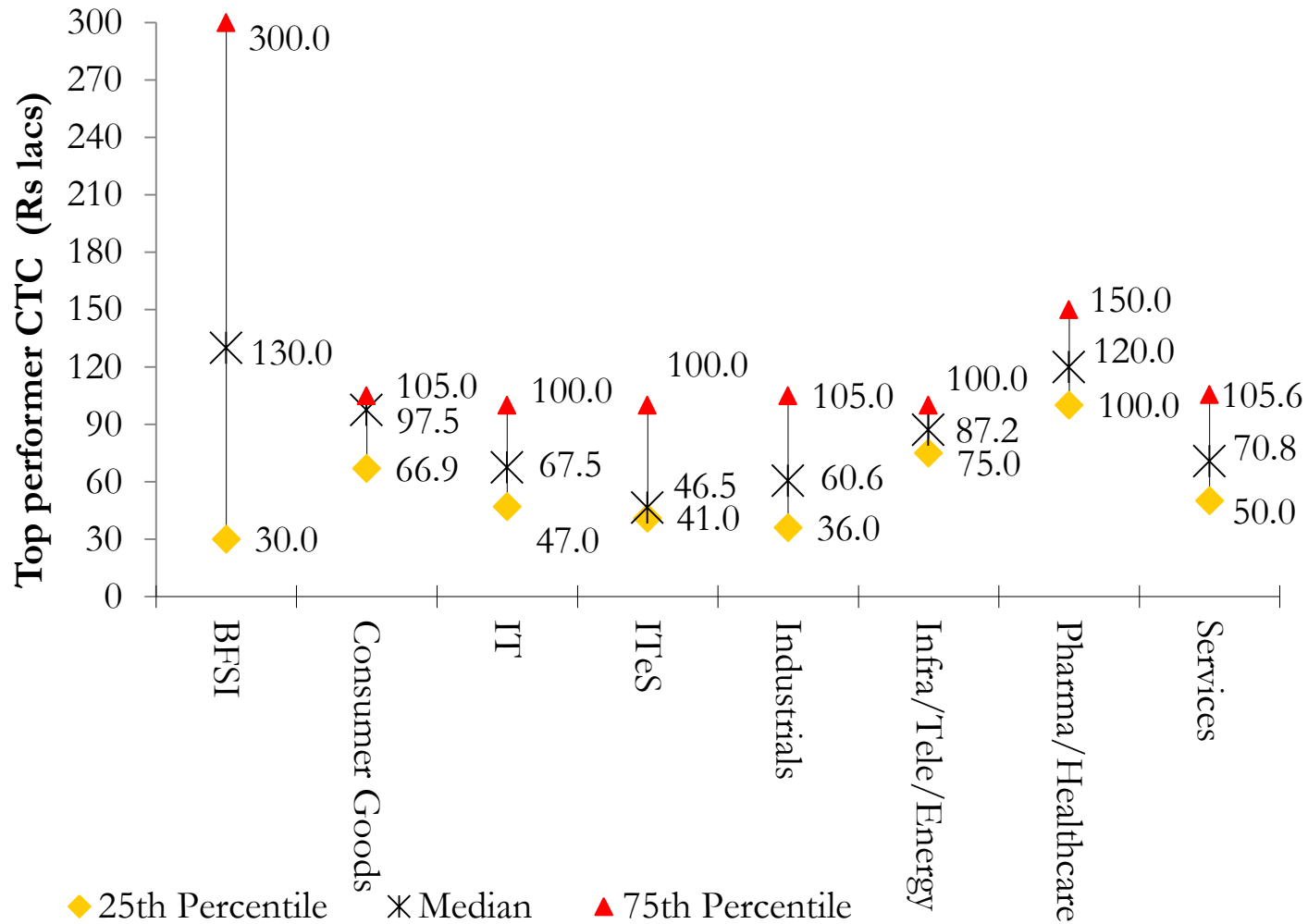
Top performer Total CTC, 2017-18: Middle Management, Sectoral



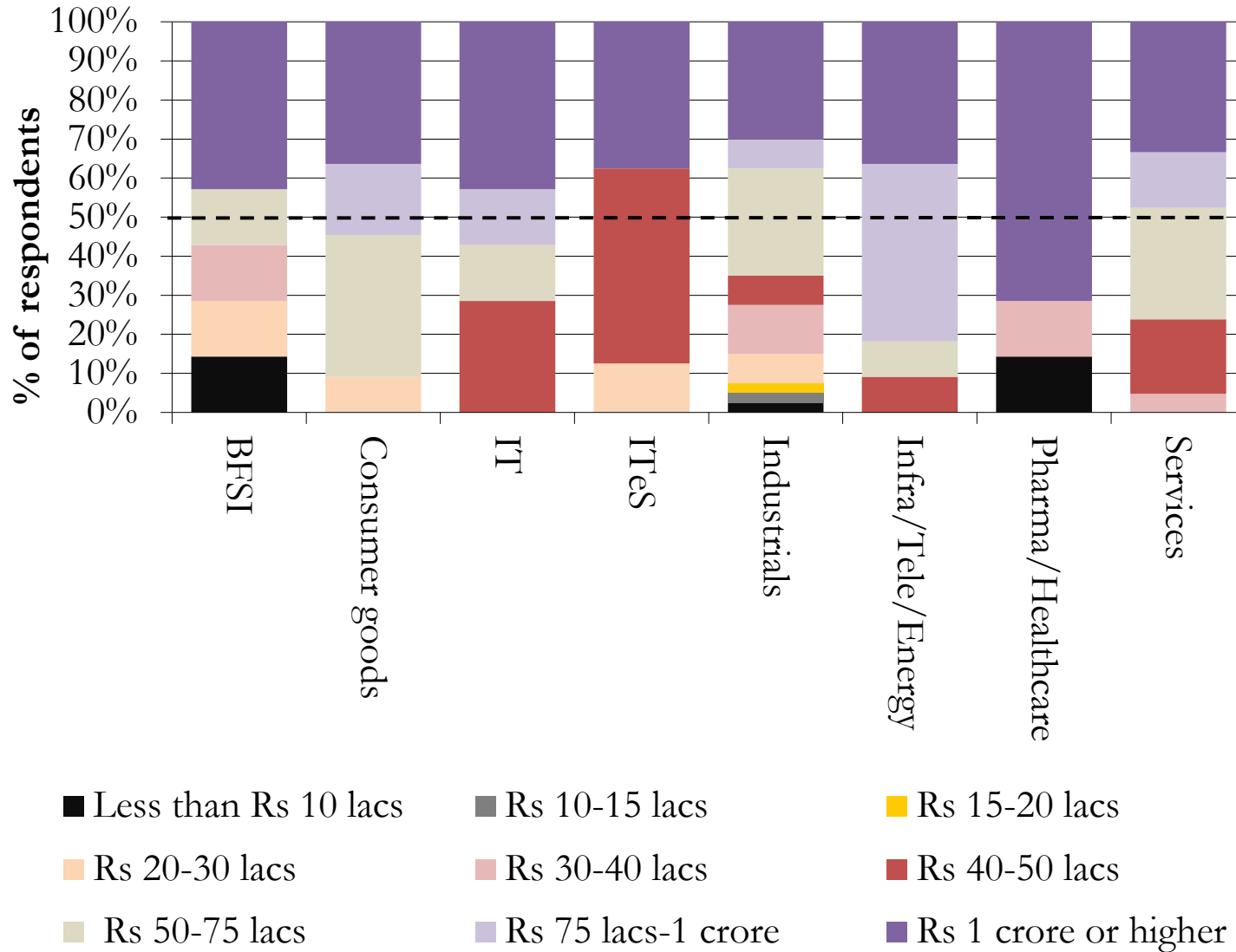
Top performer Total CTC, 2017-18: Middle Management, Sectoral



Top performer Total CTC, 2017-18: Senior Management, Sectoral



Top performer Total CTC, 2017-18: Senior Management, Sectoral



Top performer Total Variable Pay, 2017-18: Entry-level to Senior Management



Standard performer

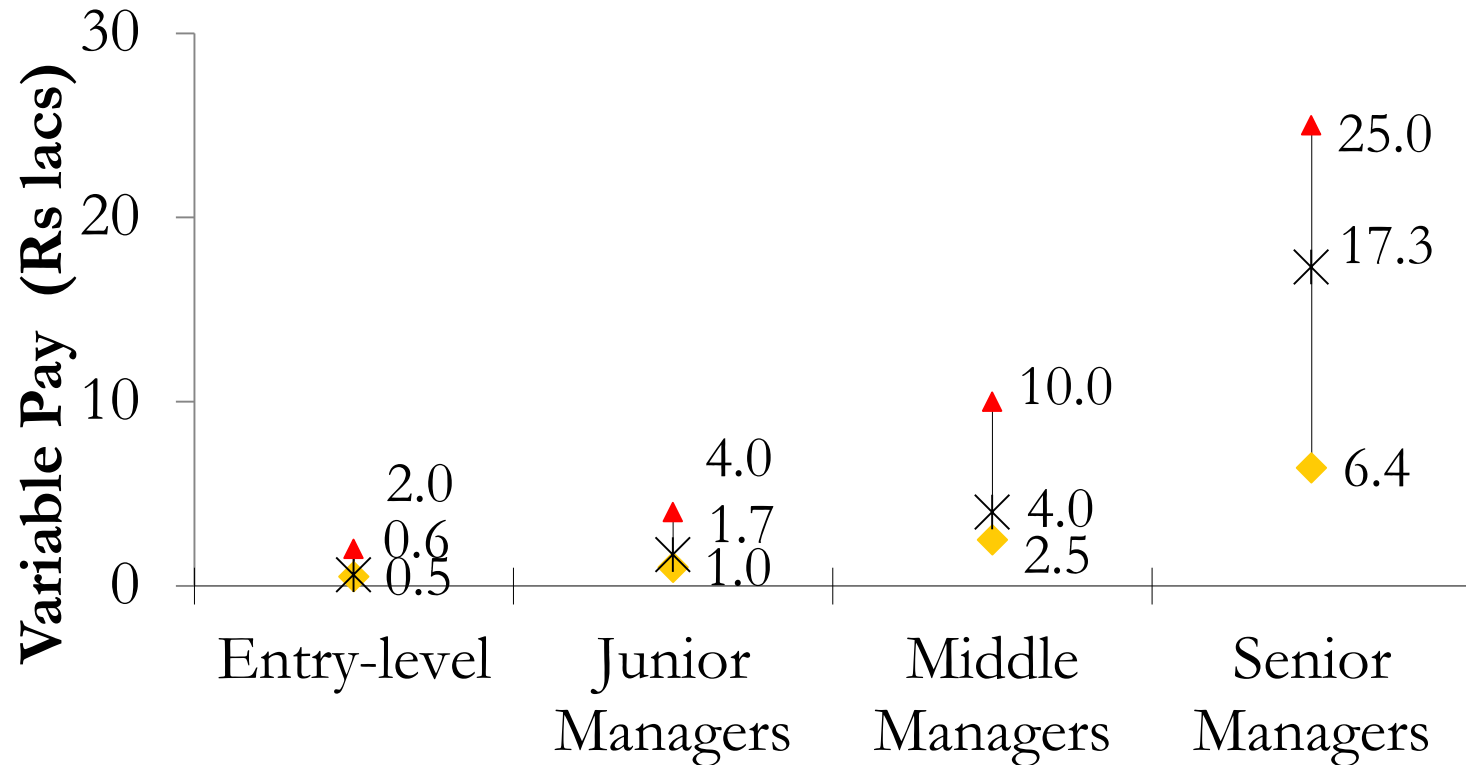


0.5

1.0

2.5

7.7

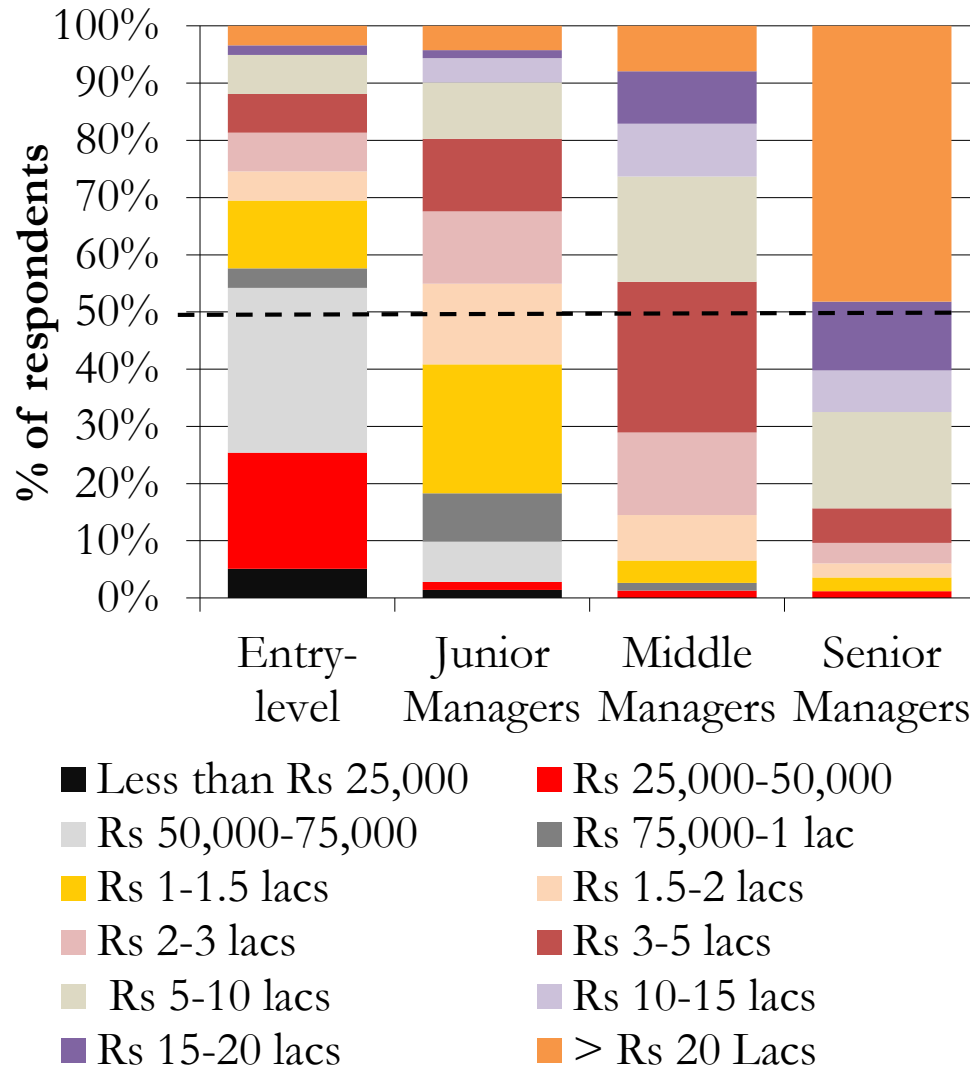


◆ 25th Percentile

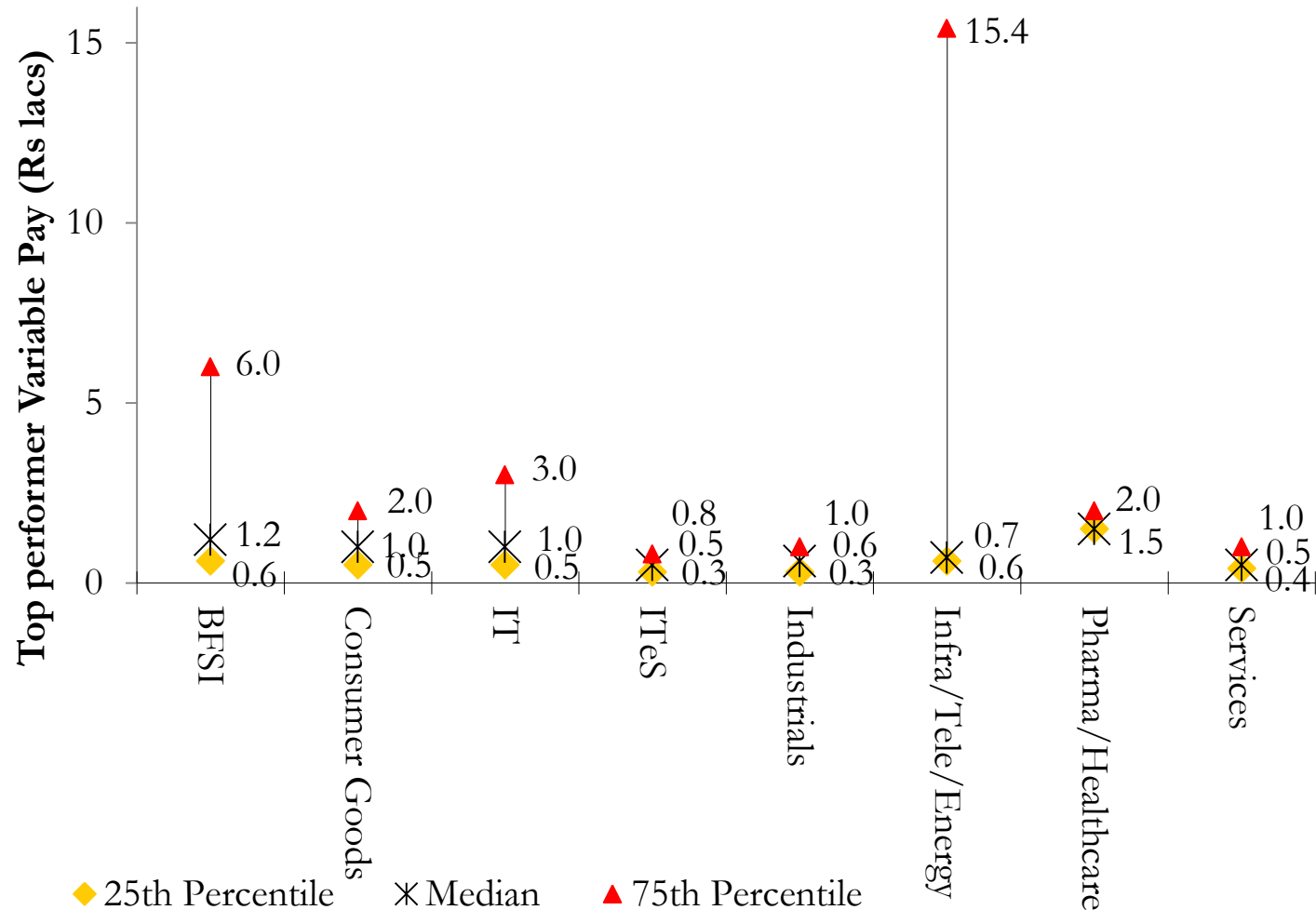
× Median

▲ 75th Percentile

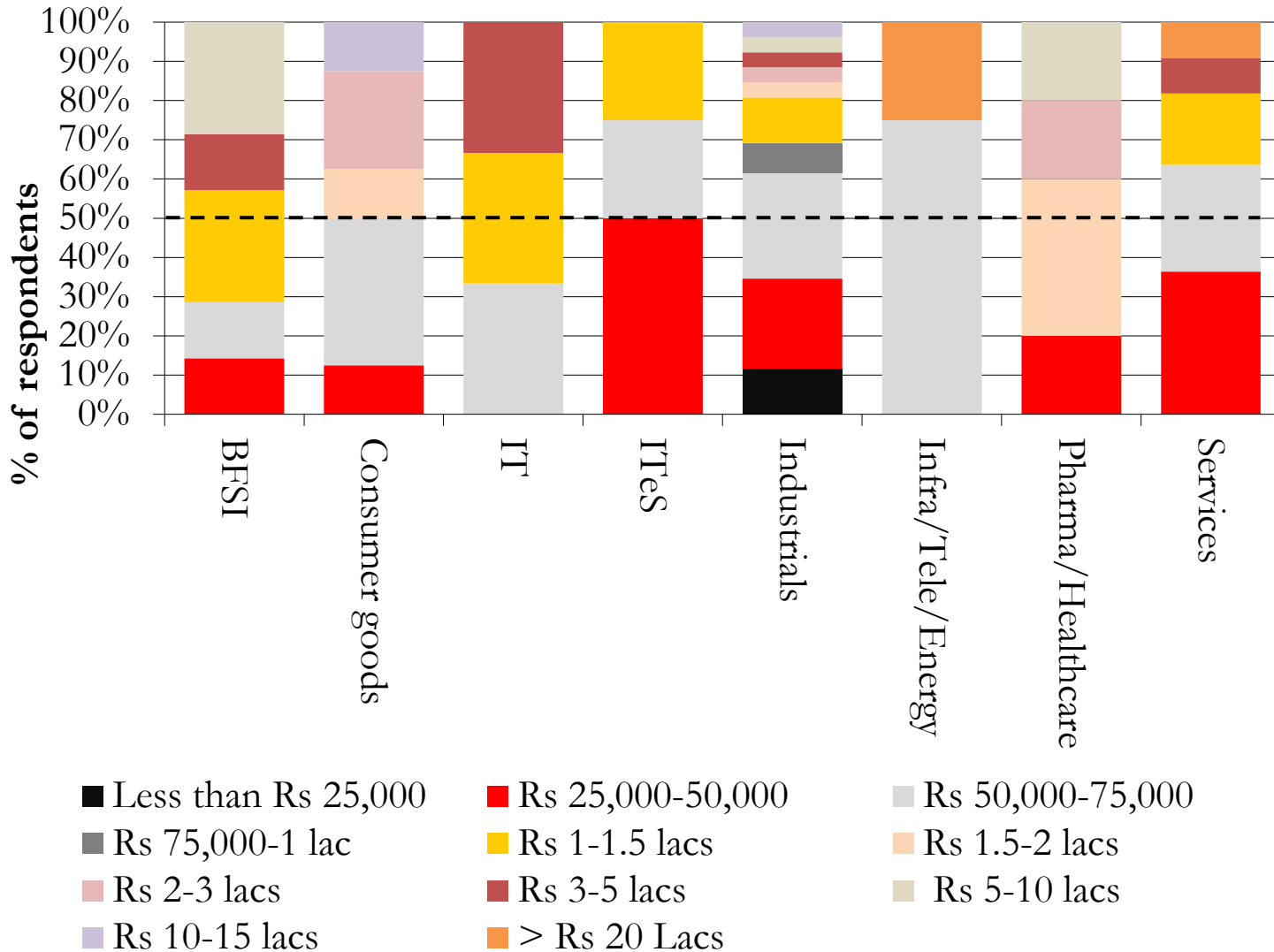
Top performer Total Variable Pay, 2017-18: Entry-level to Senior Management



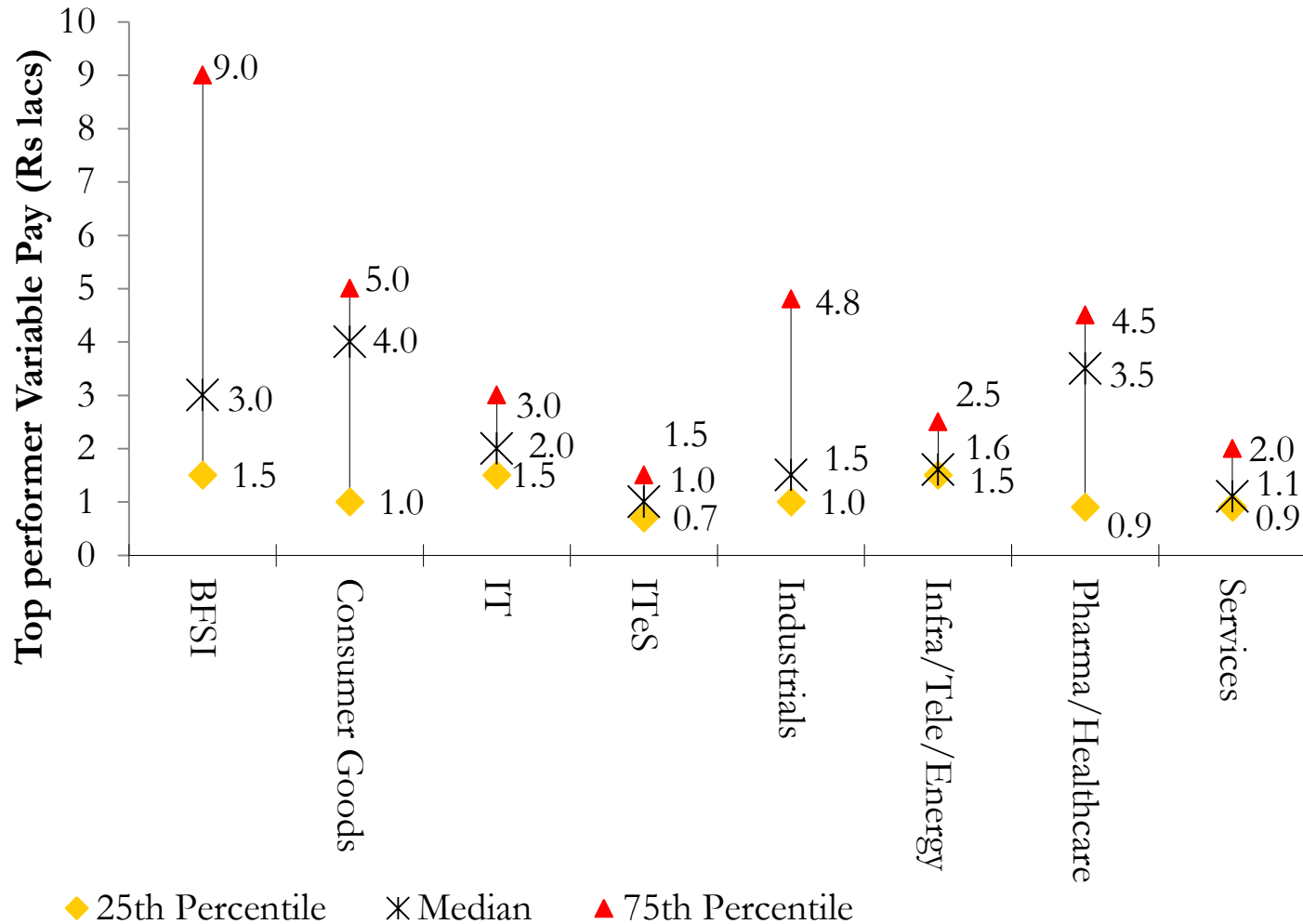
Top performer Total Variable Pay, 2017-18: Entry-level, Sectoral



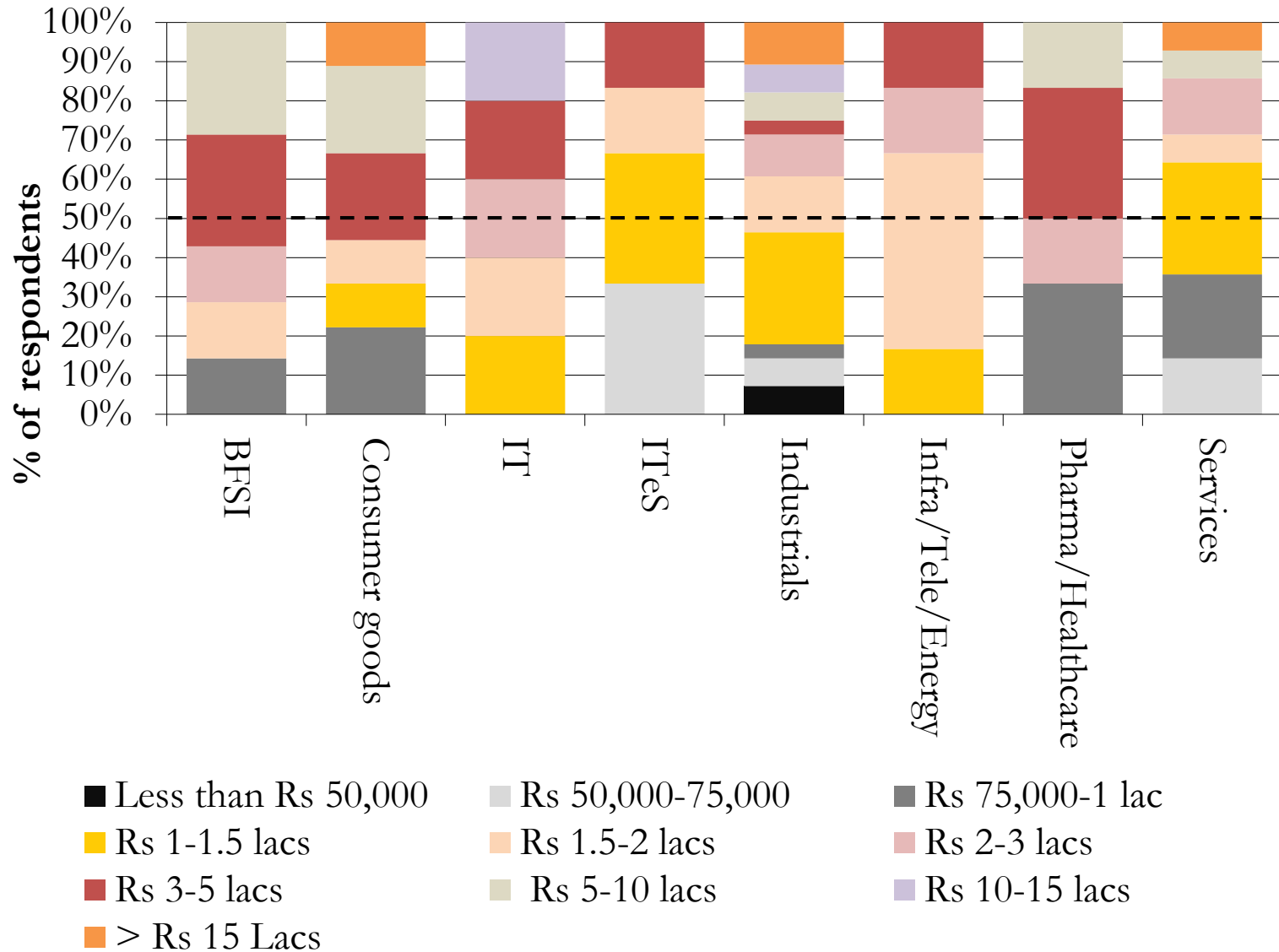
Top performer Total Variable Pay, 2017-18: Entry-level, Sectoral



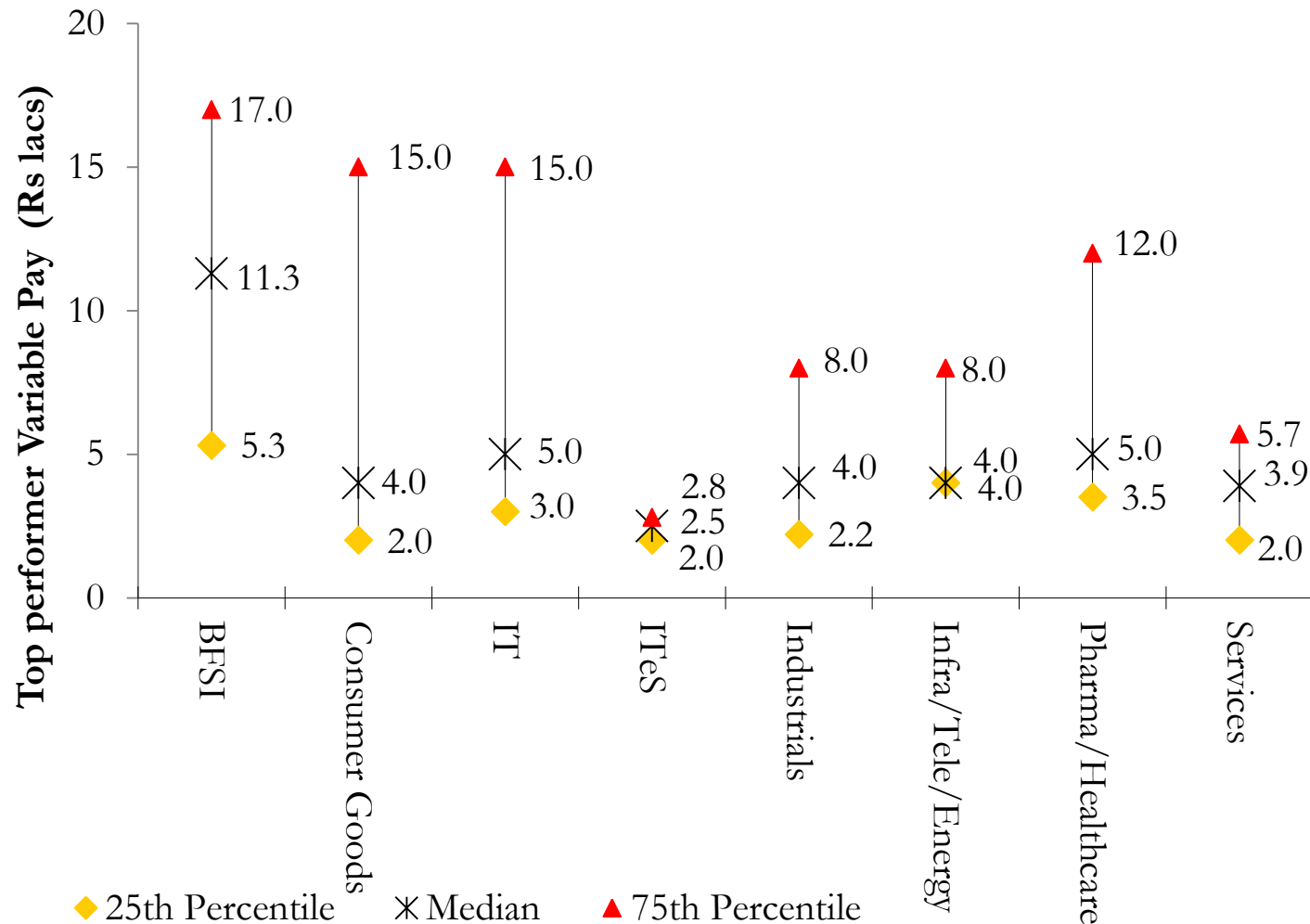
Top performer Total Variable Pay, 2017-18: Junior Management, Sectoral



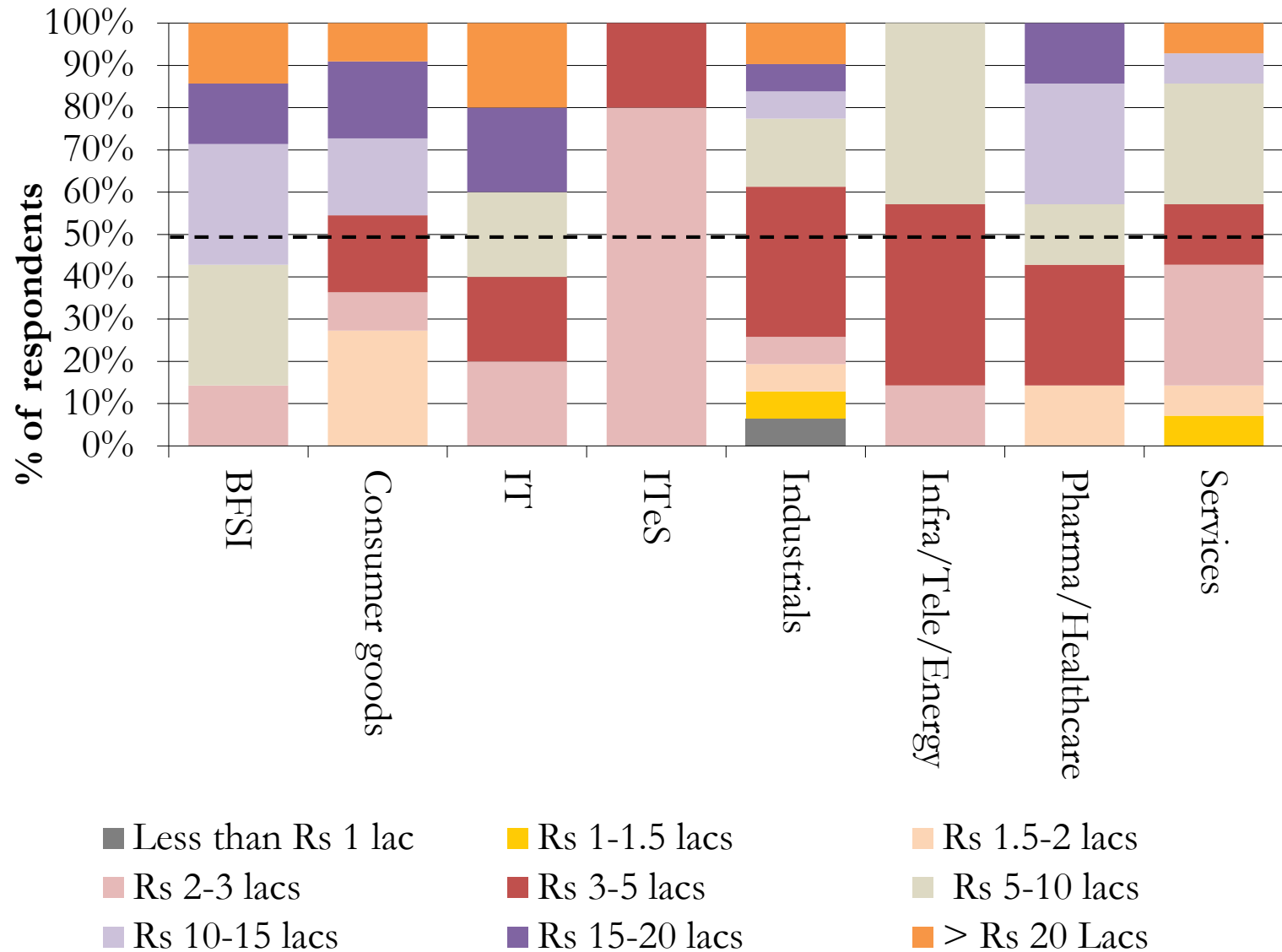
Top performer Total Variable Pay, 2017-18: Junior Management, Sectoral



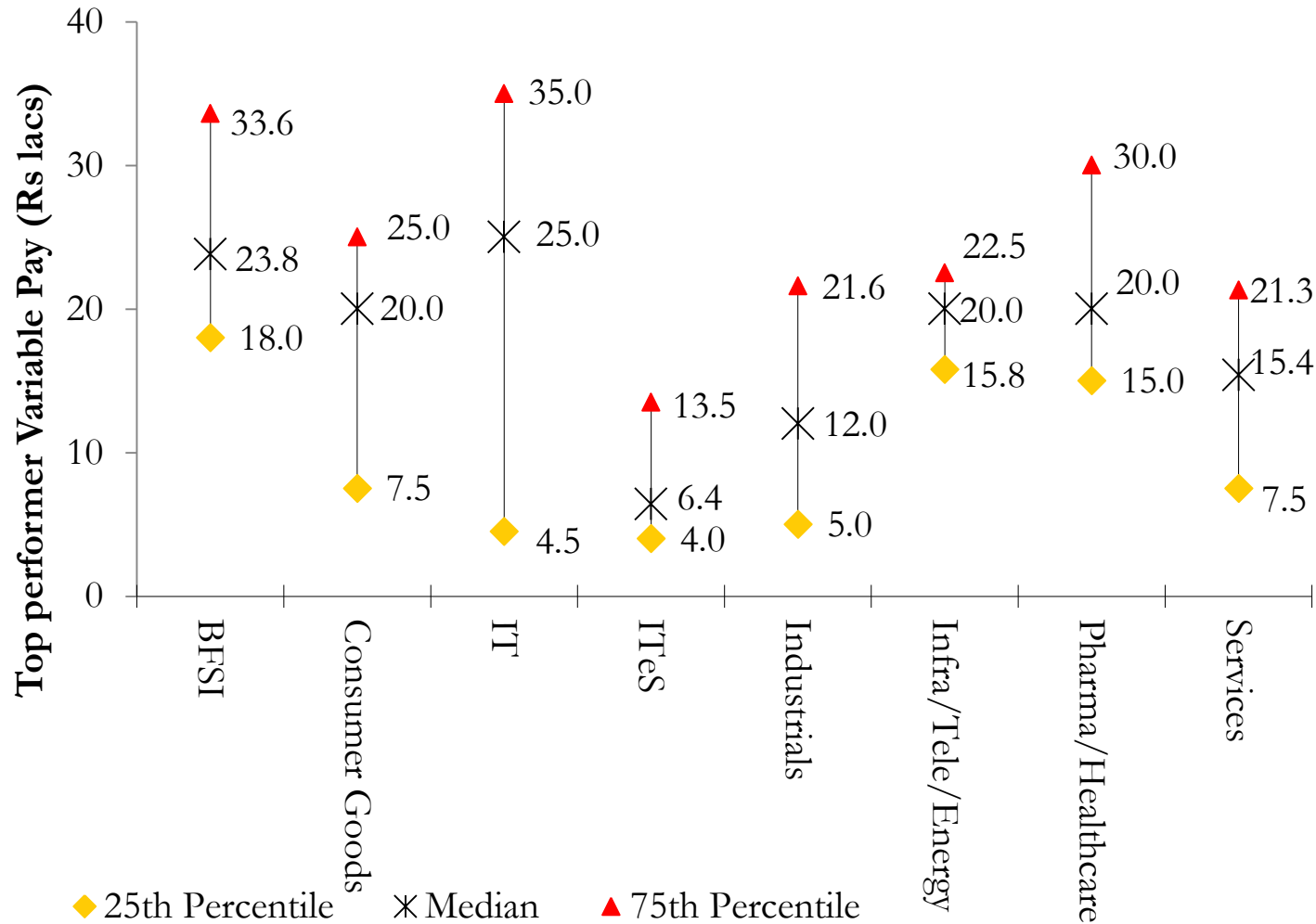
Top performer Total Variable Pay, 2017-18: Middle Management, Sectoral



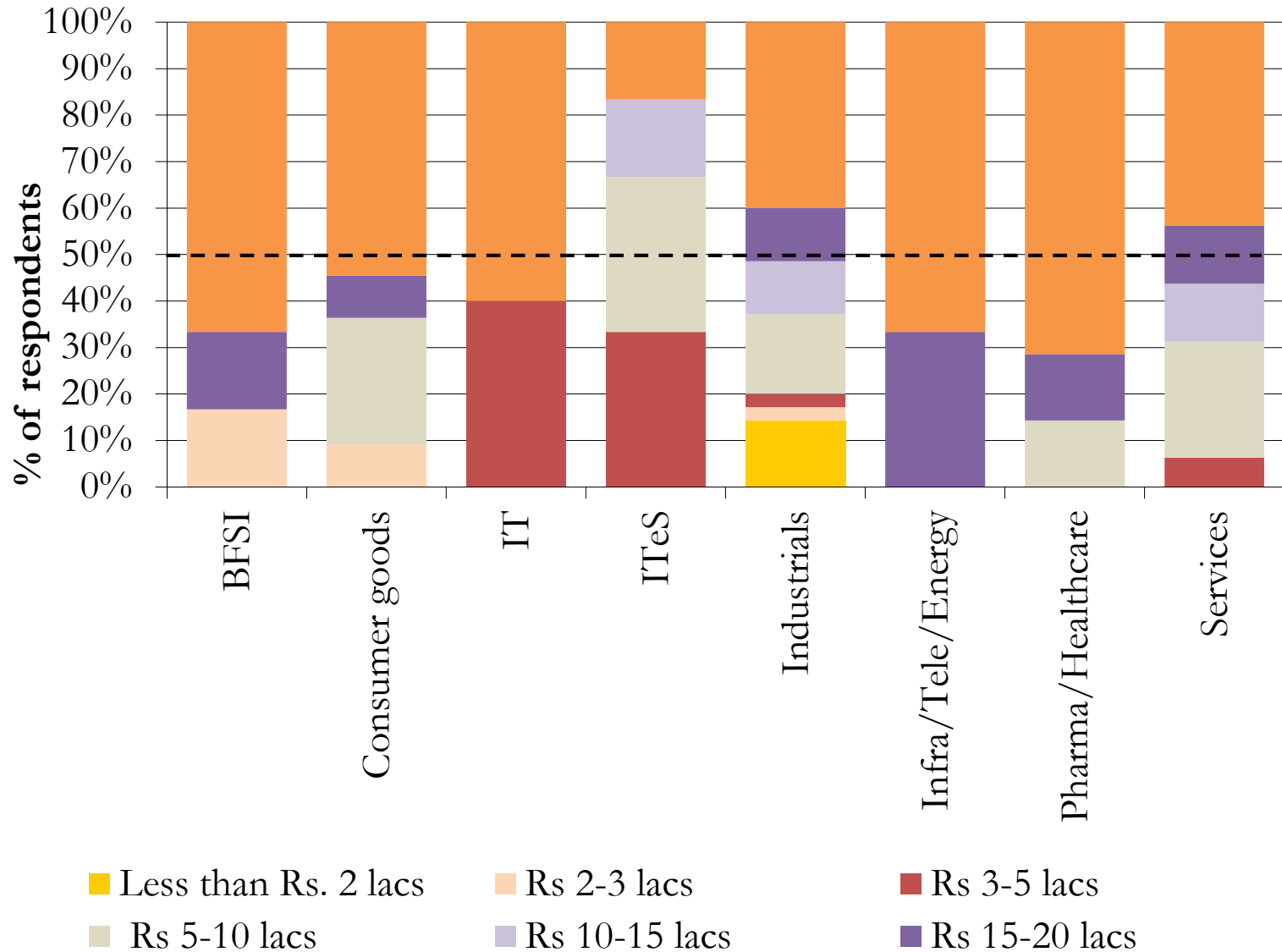
Top performer Total Variable Pay, 2017-18: Middle Management, Sectoral



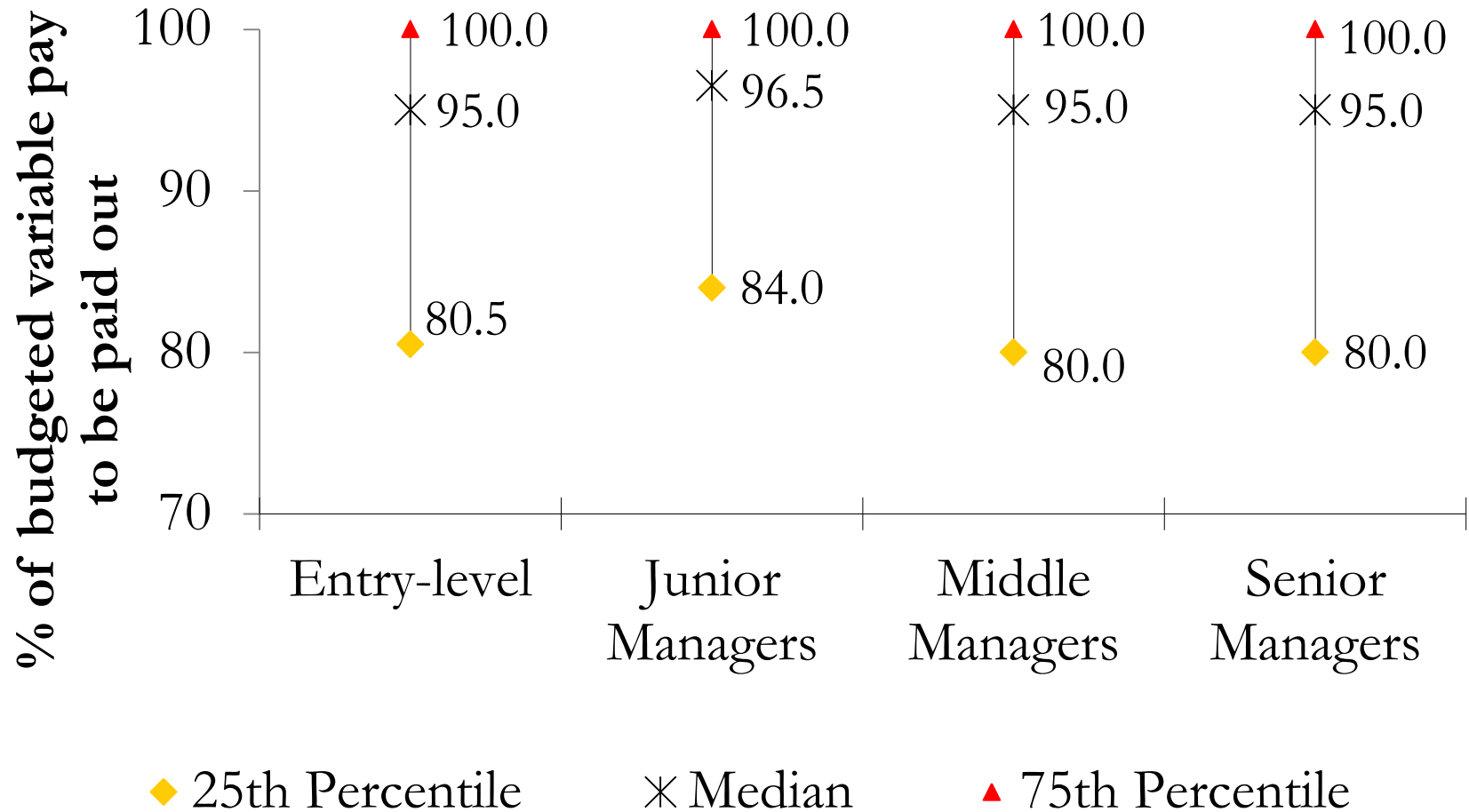
Top performer Total Variable Pay, 2017-18: Senior Management, Sectoral



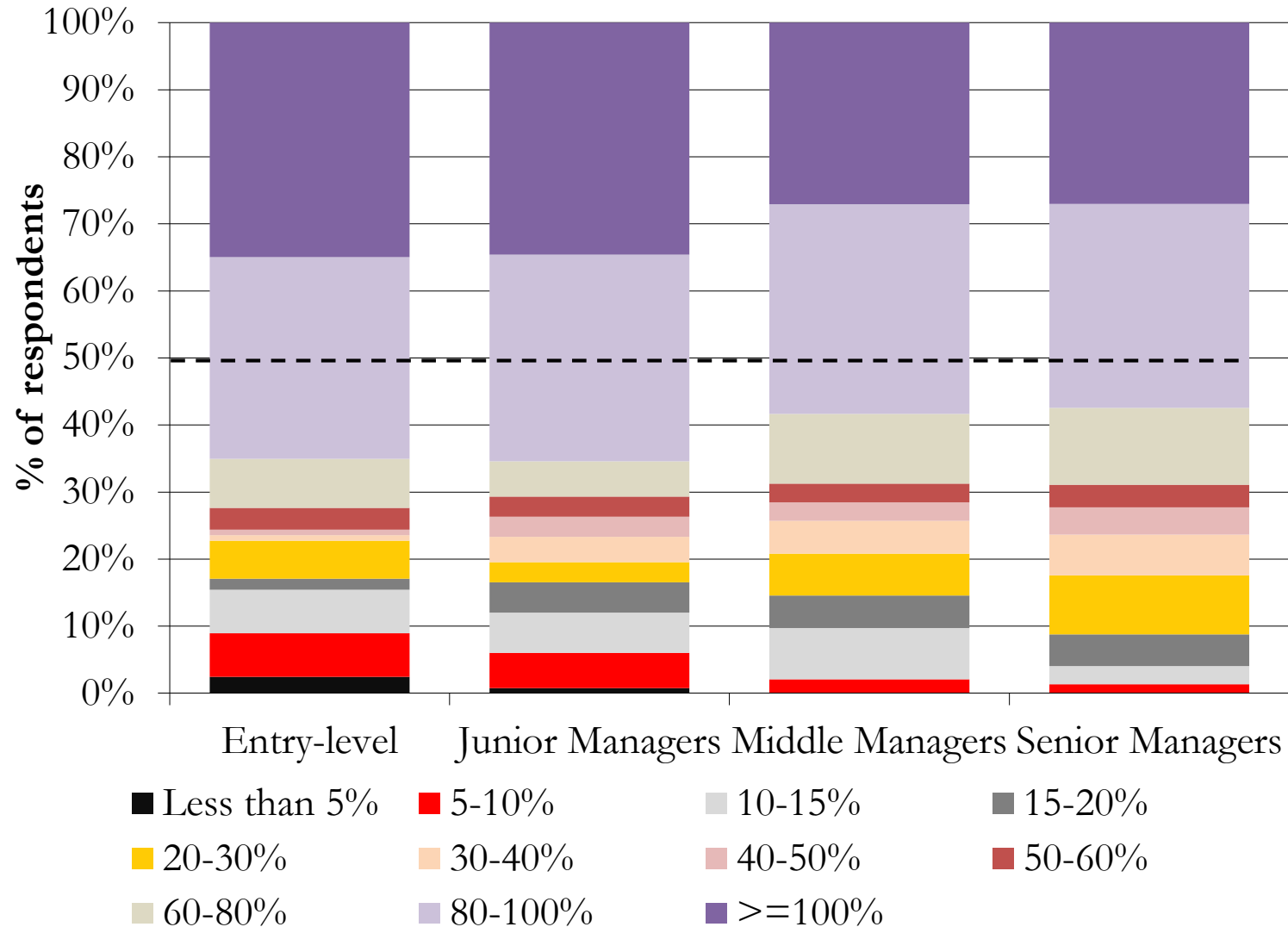
Top performer Total Variable Pay, 2017-18: Senior Management, Sectoral



% Of Budgeted Variable Pay Actually Paid Out in 2017-18



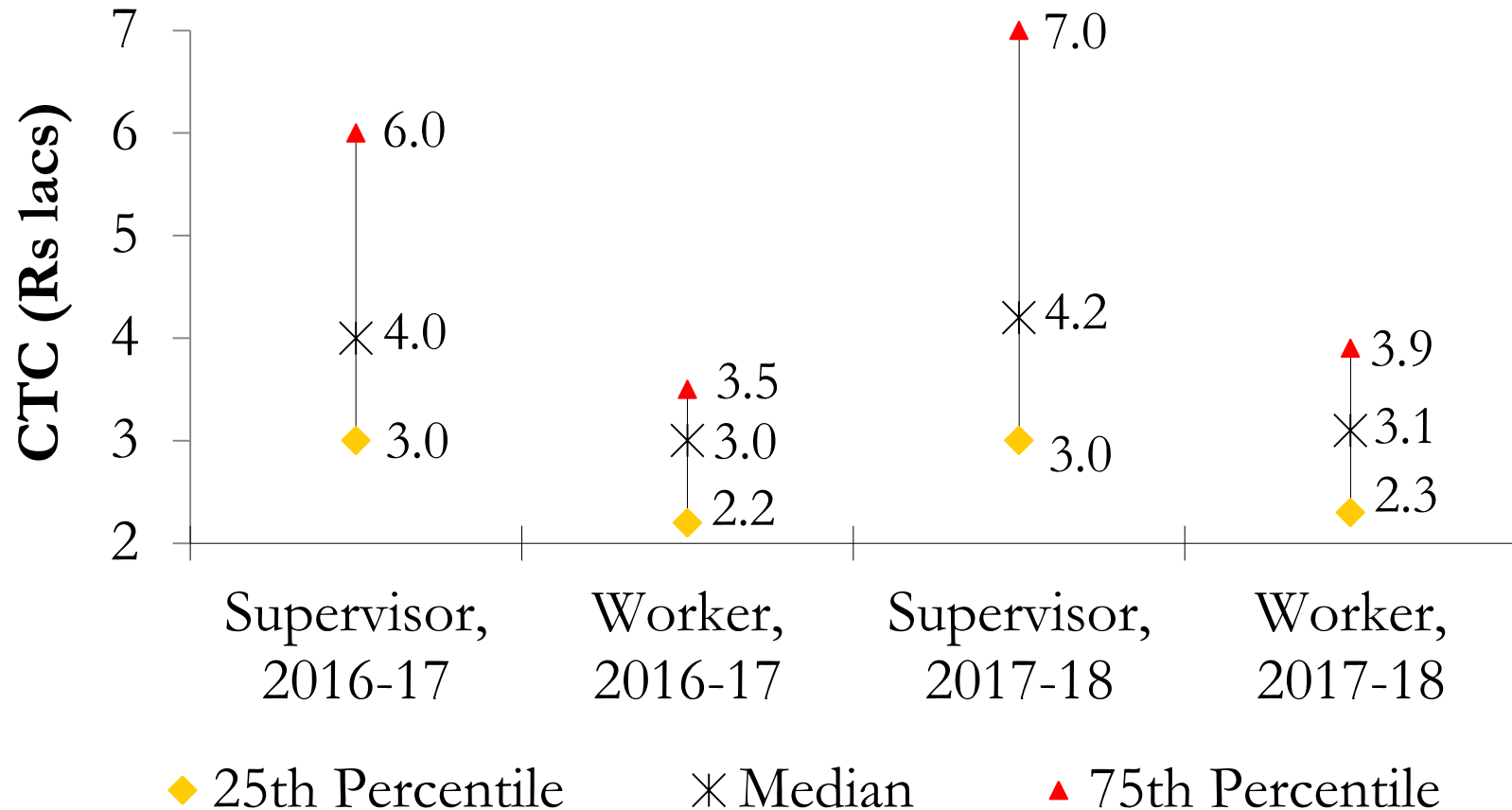
% of the budgeted amount of variable pay expected to be actually paid out in 2017-18



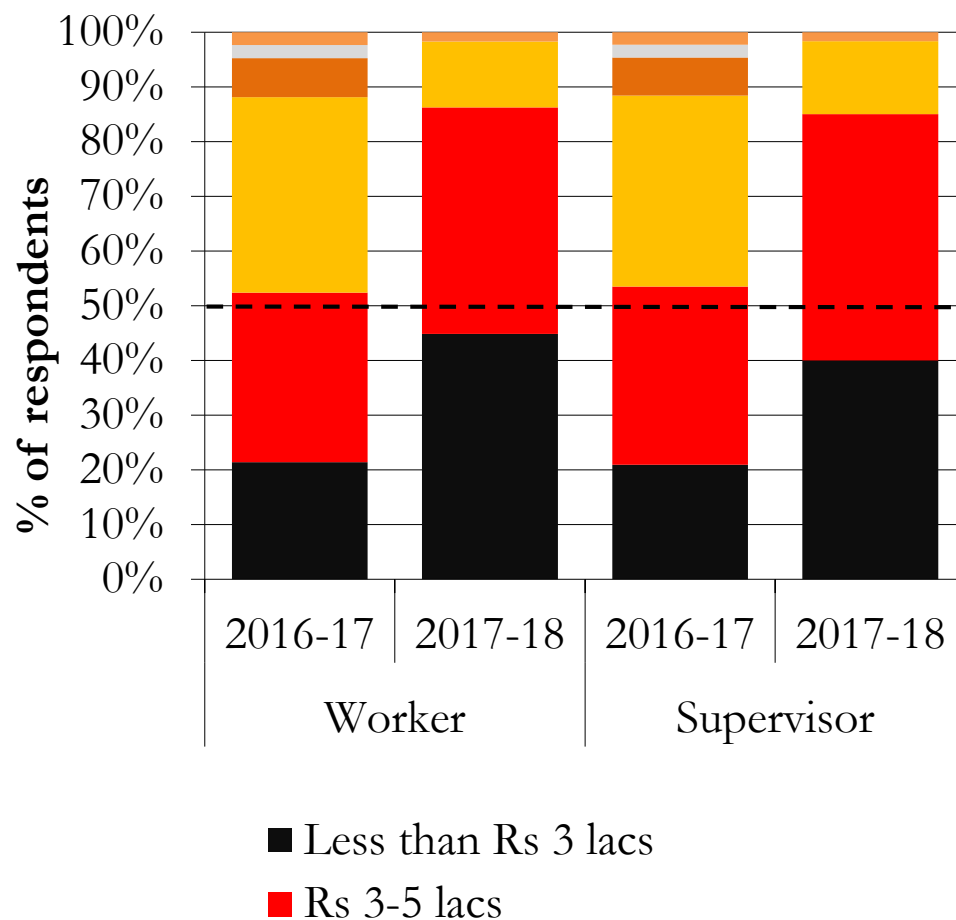
Compensation: Blue-collar workforce



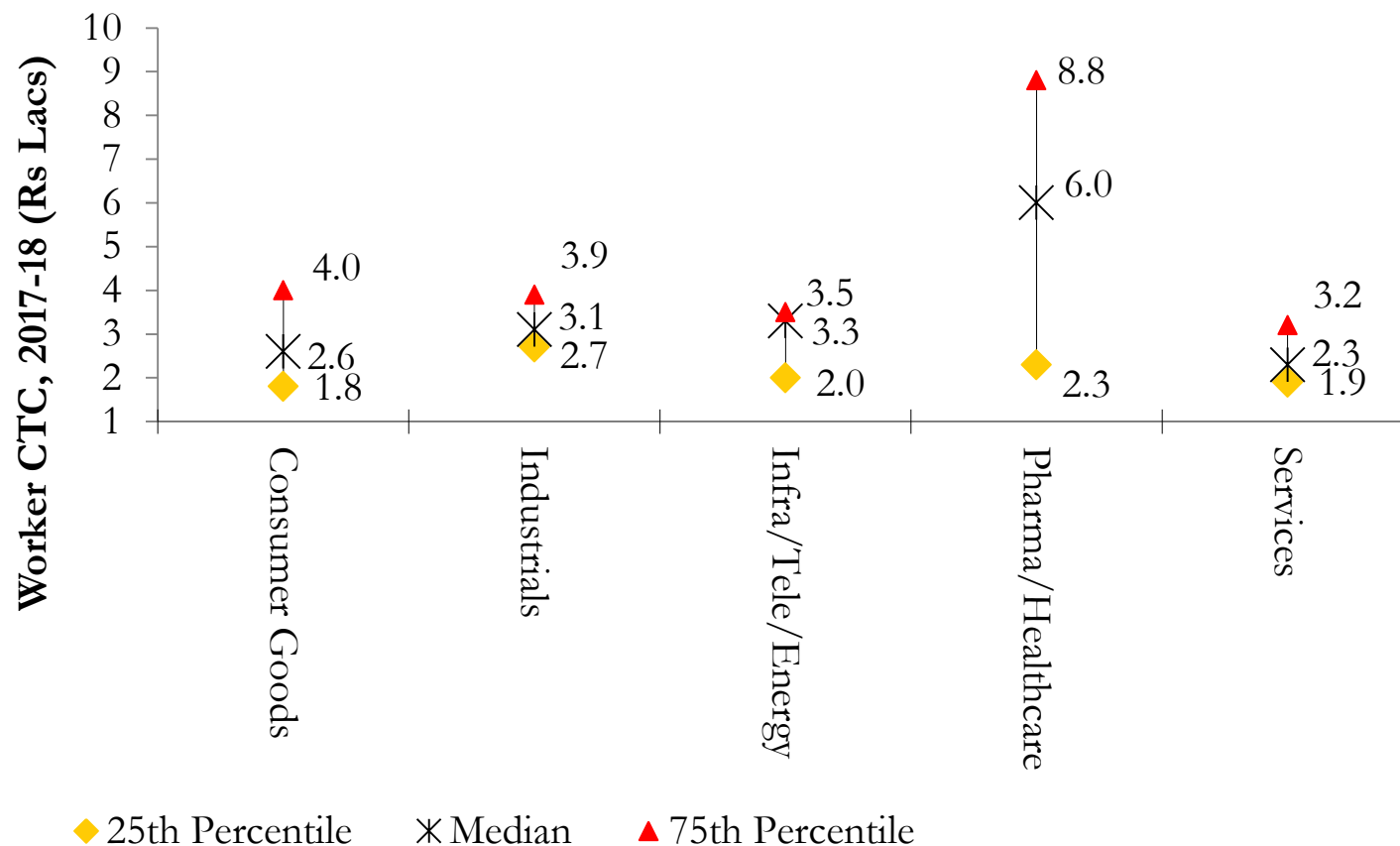
Total CTC: Workers and Supervisors



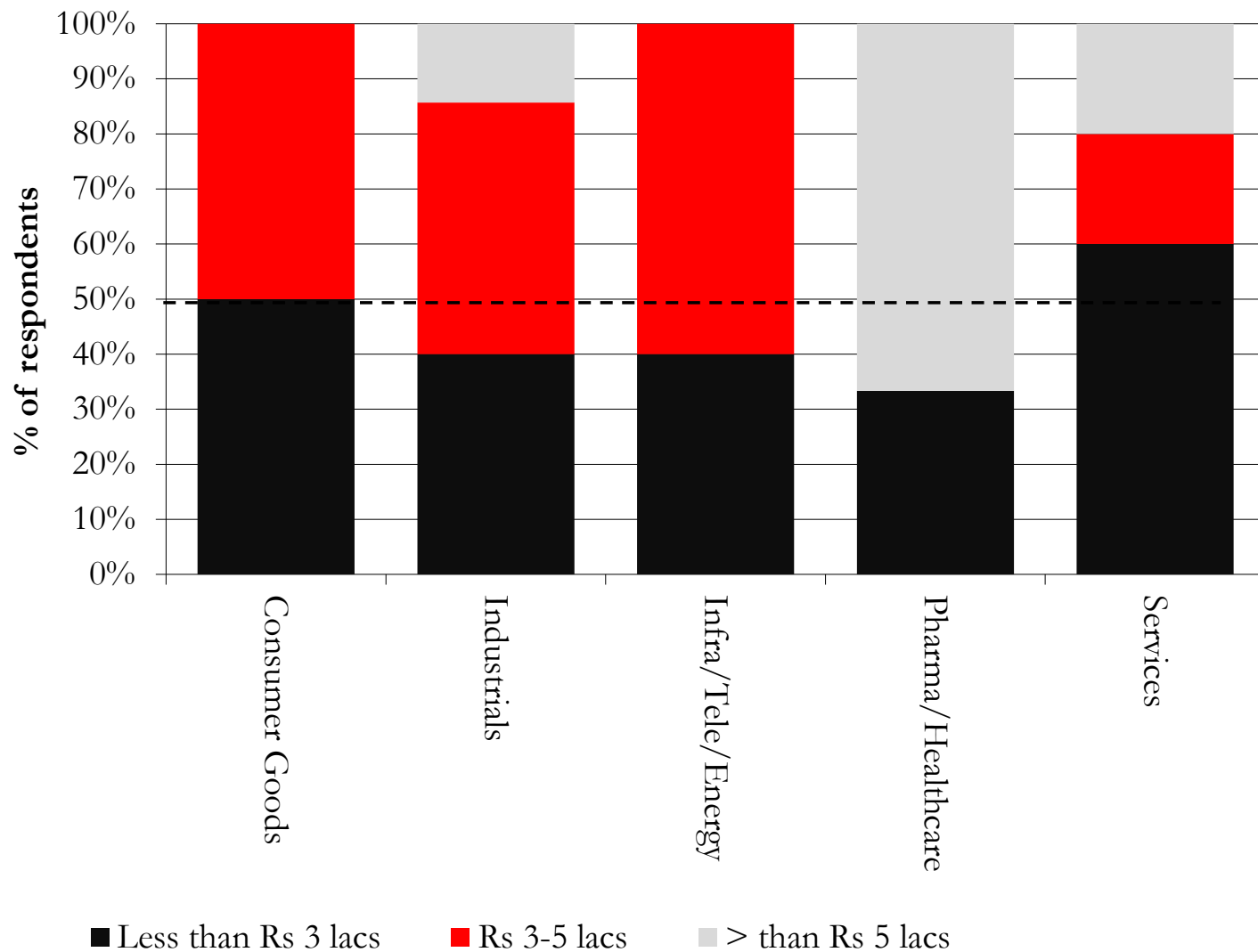
Total CTC: Workers and Supervisors



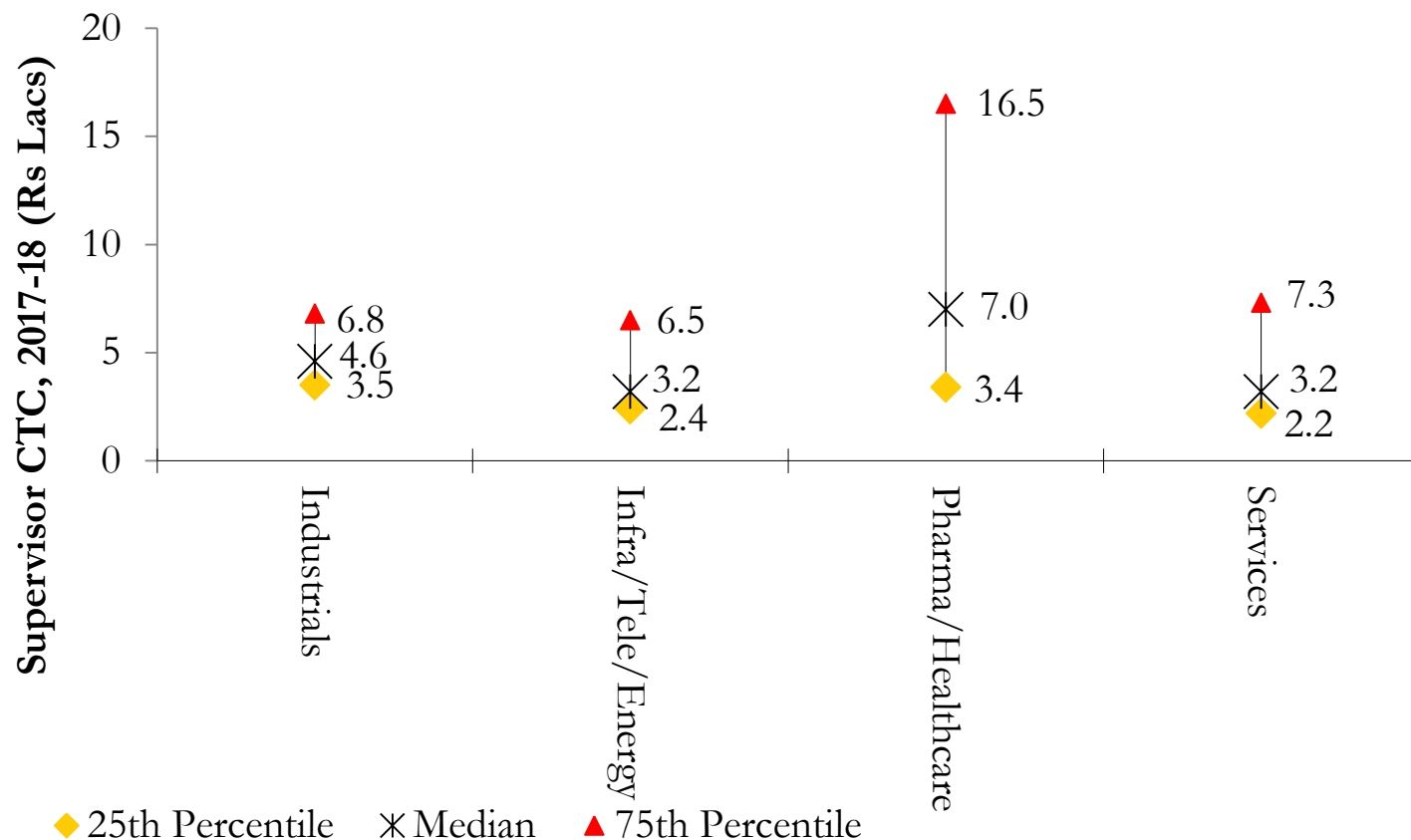
Total CTC, 2017-18: Workers, Sectoral



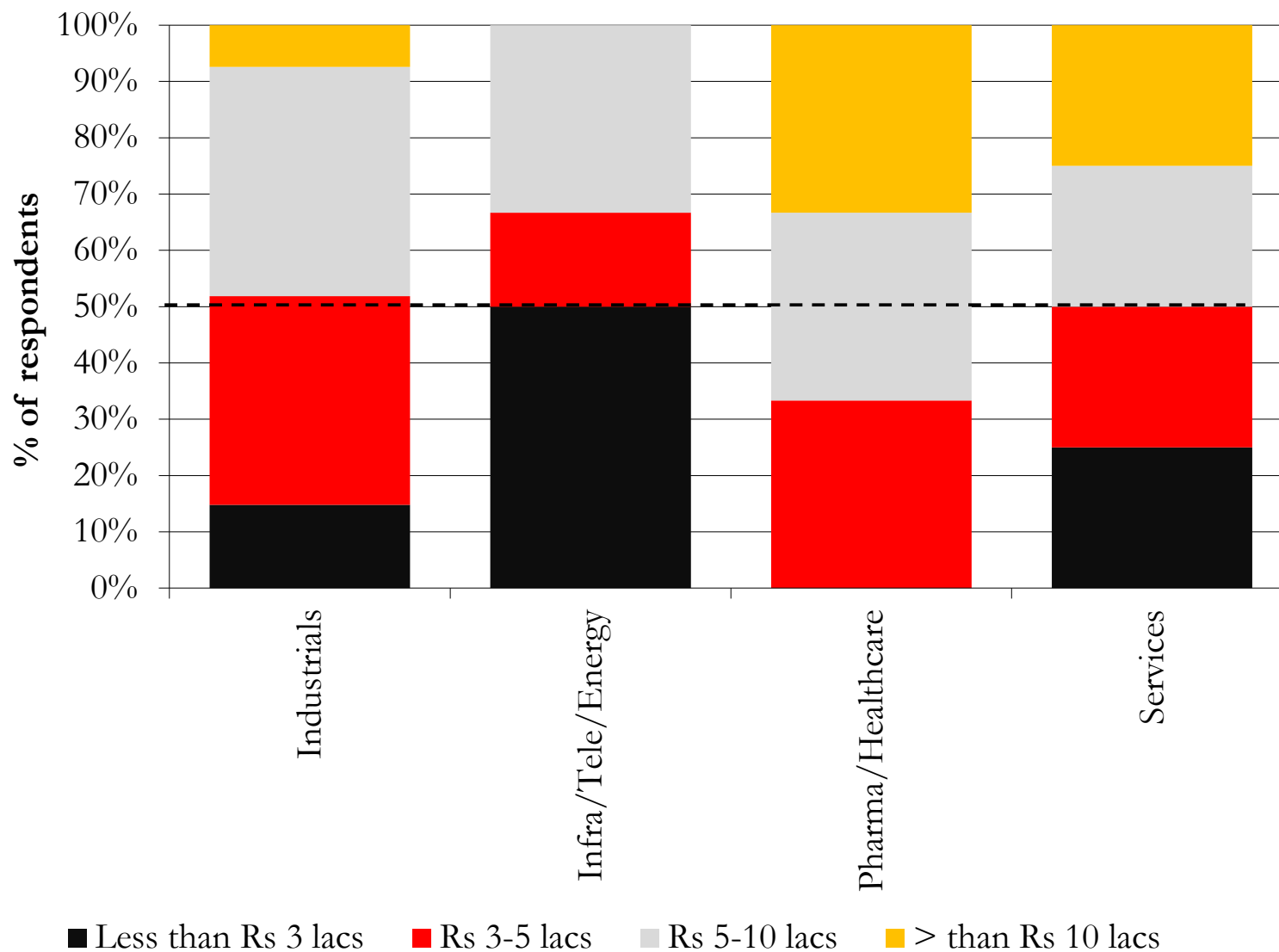
Total CTC, 2017-18: Workers, Sectoral



Total CTC, 2017-18: Supervisors, Sectoral



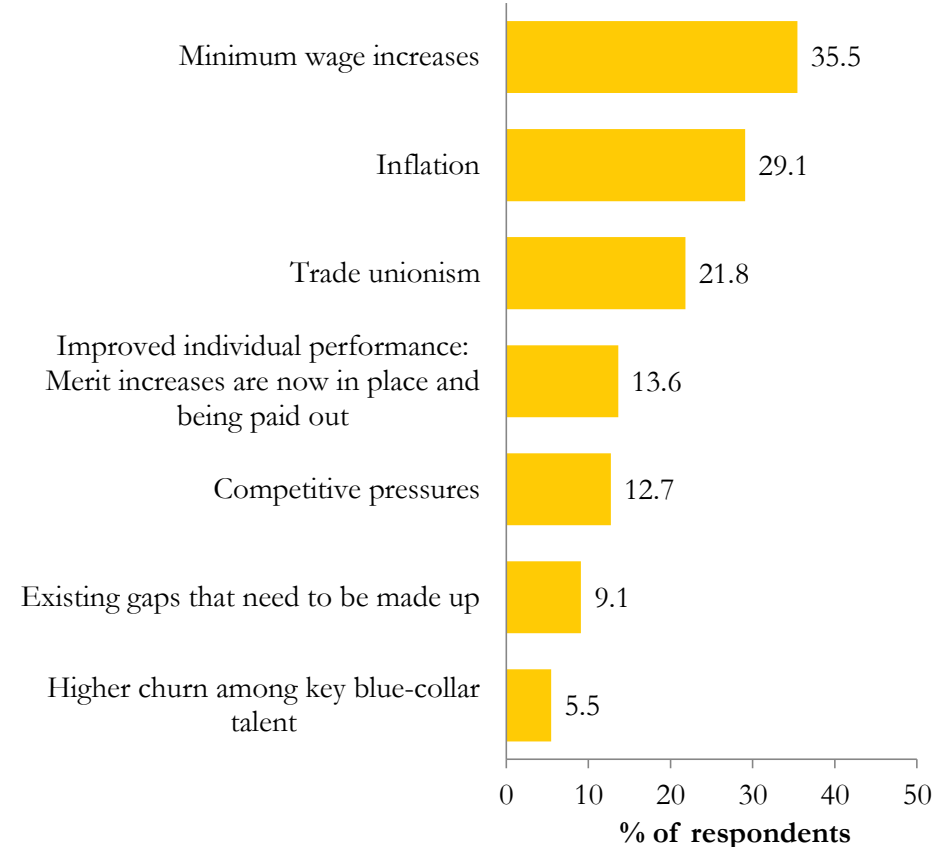
Total CTC, 2017-18: Supervisors, Sectoral



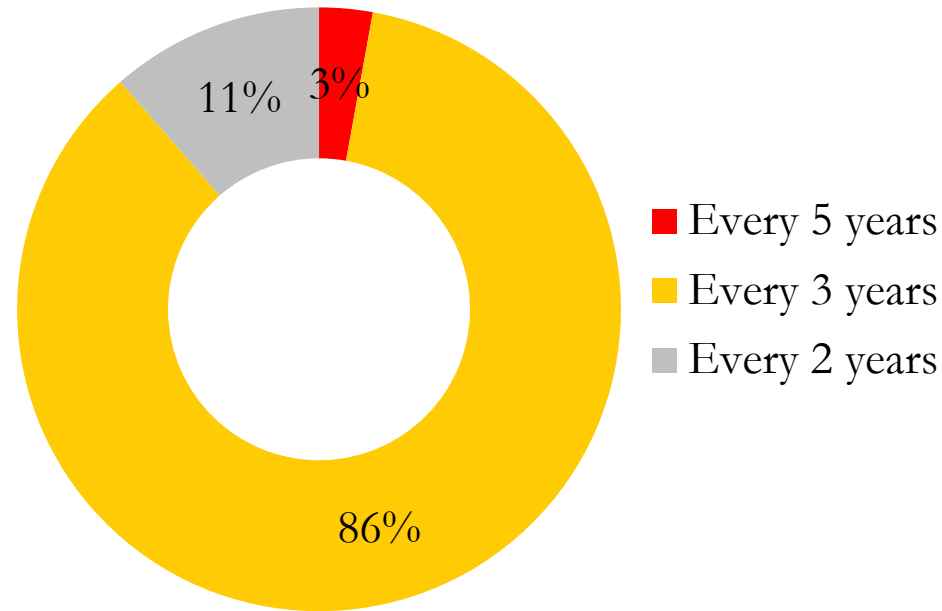
If compensation to your blue-collar workers has gone up, what is driving this?



Industrials sector response



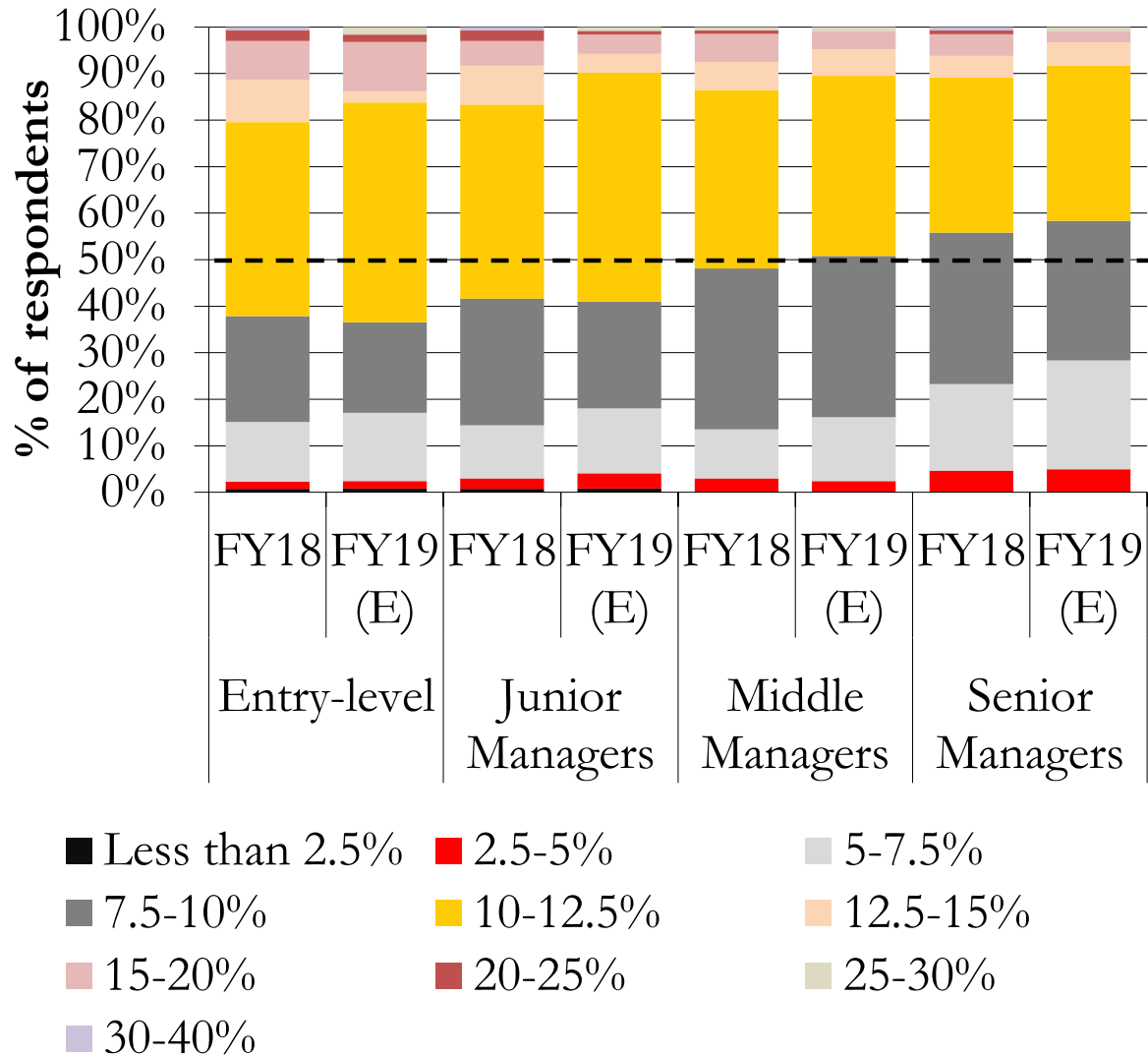
How frequently does your organisation engage with trade unions for wage settlement?



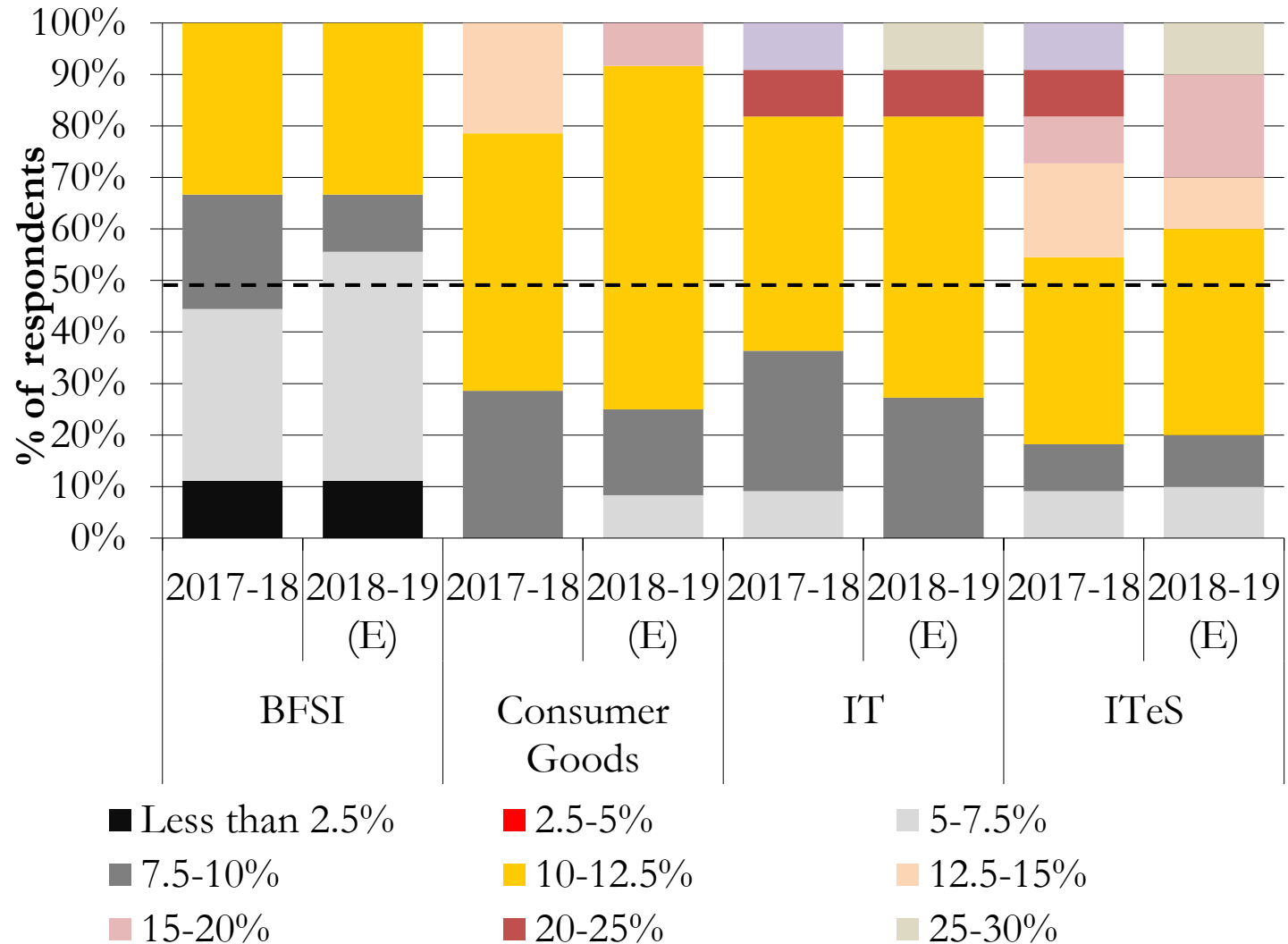
**Increments: Entry-level to Senior
Management**



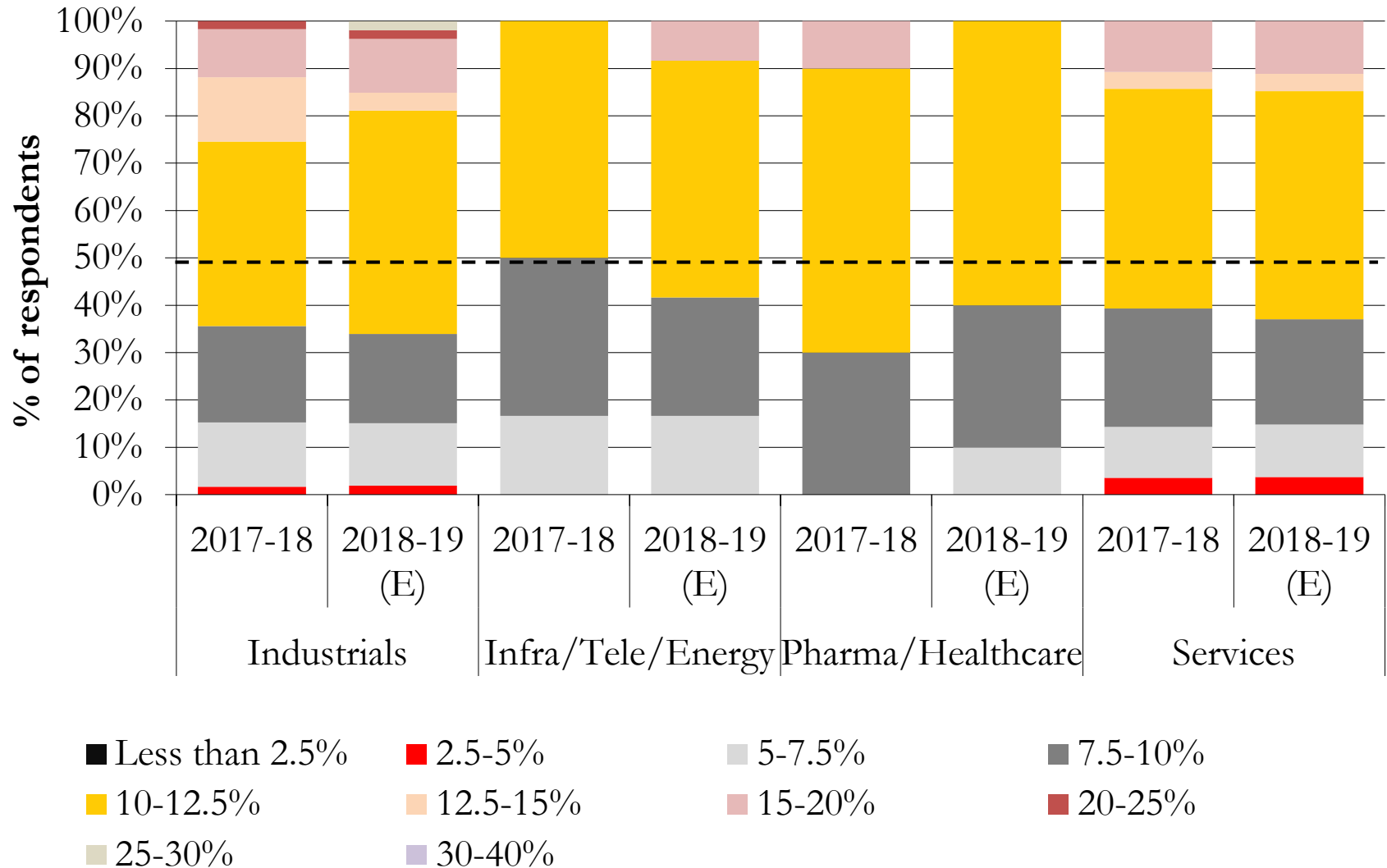
Increment in CTC: Entry level / frontline employees to Senior Management



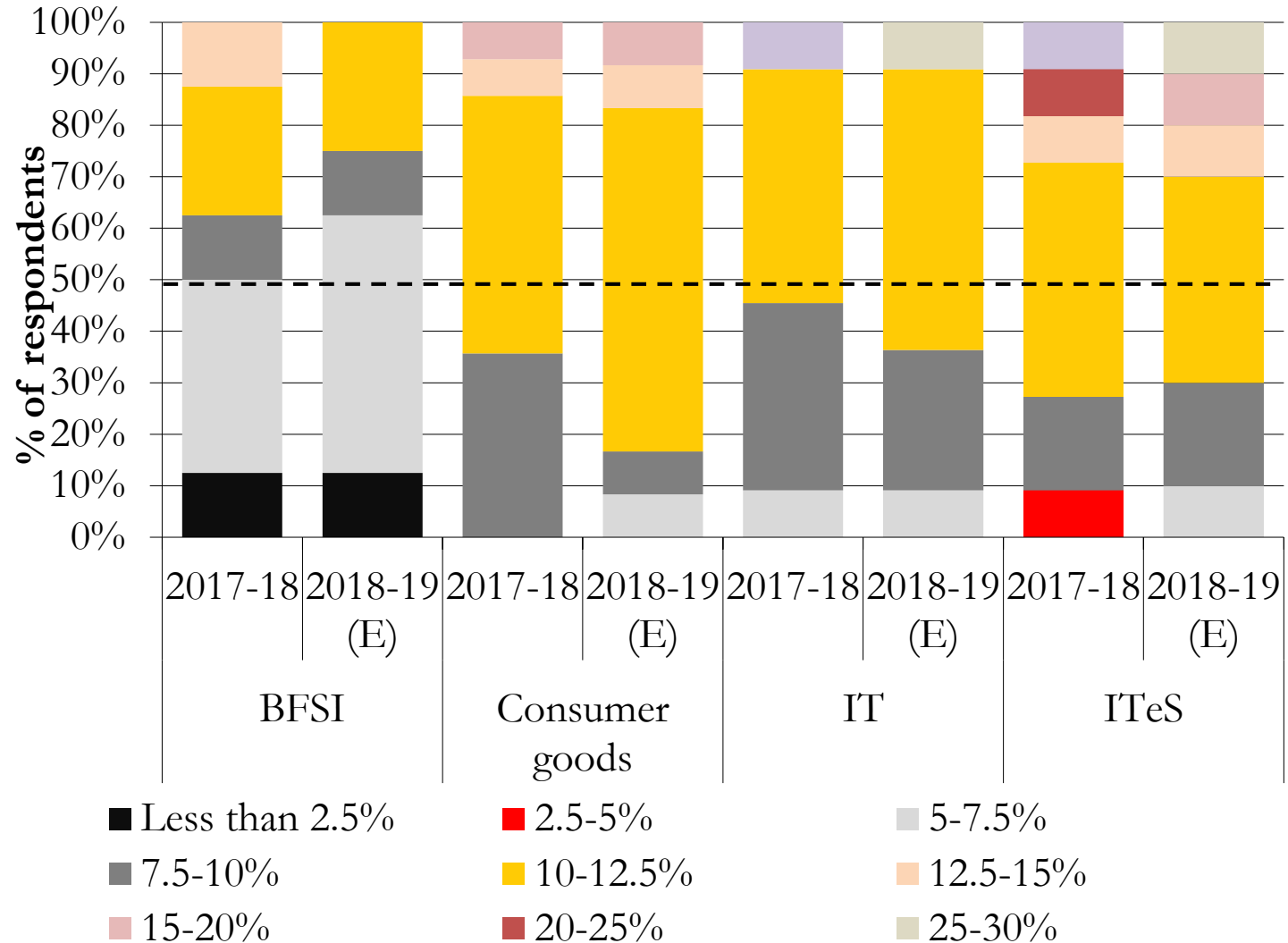
Increment in CTC: Entry level / frontline employees, Sectoral (1)



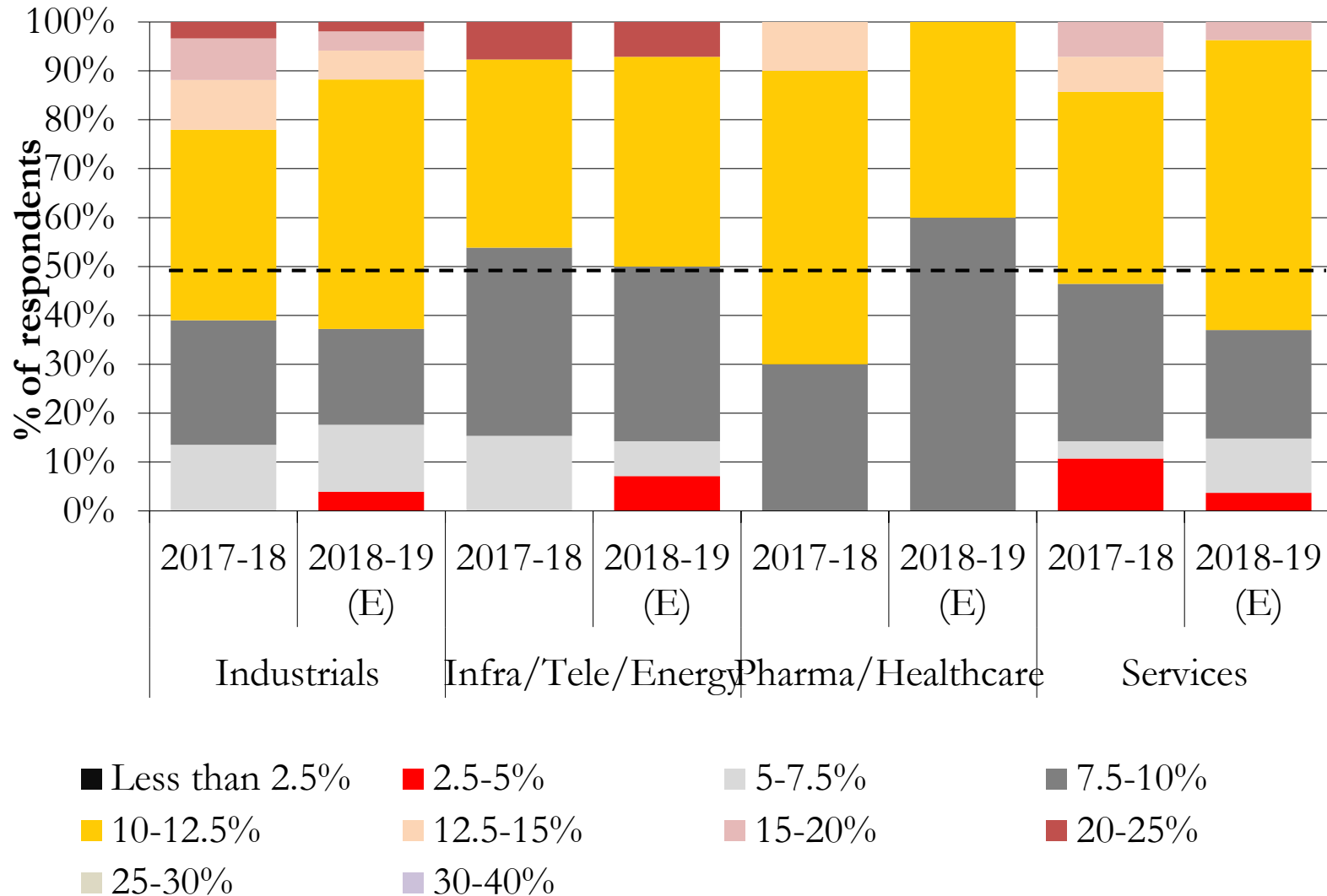
Increment in CTC: Entry level / frontline employees, Sectoral (2)



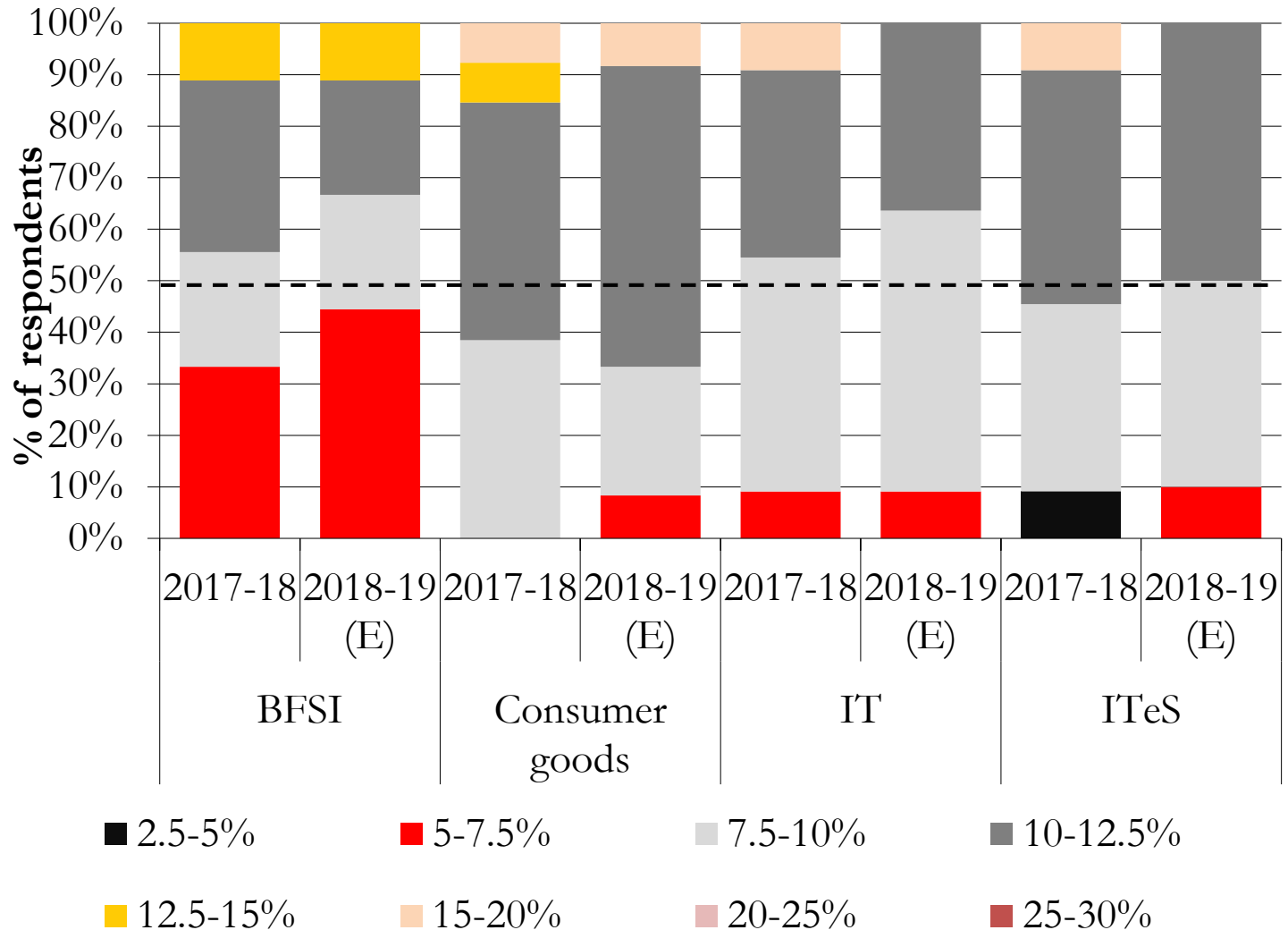
Increment in CTC: Junior Management, Sectoral (1)



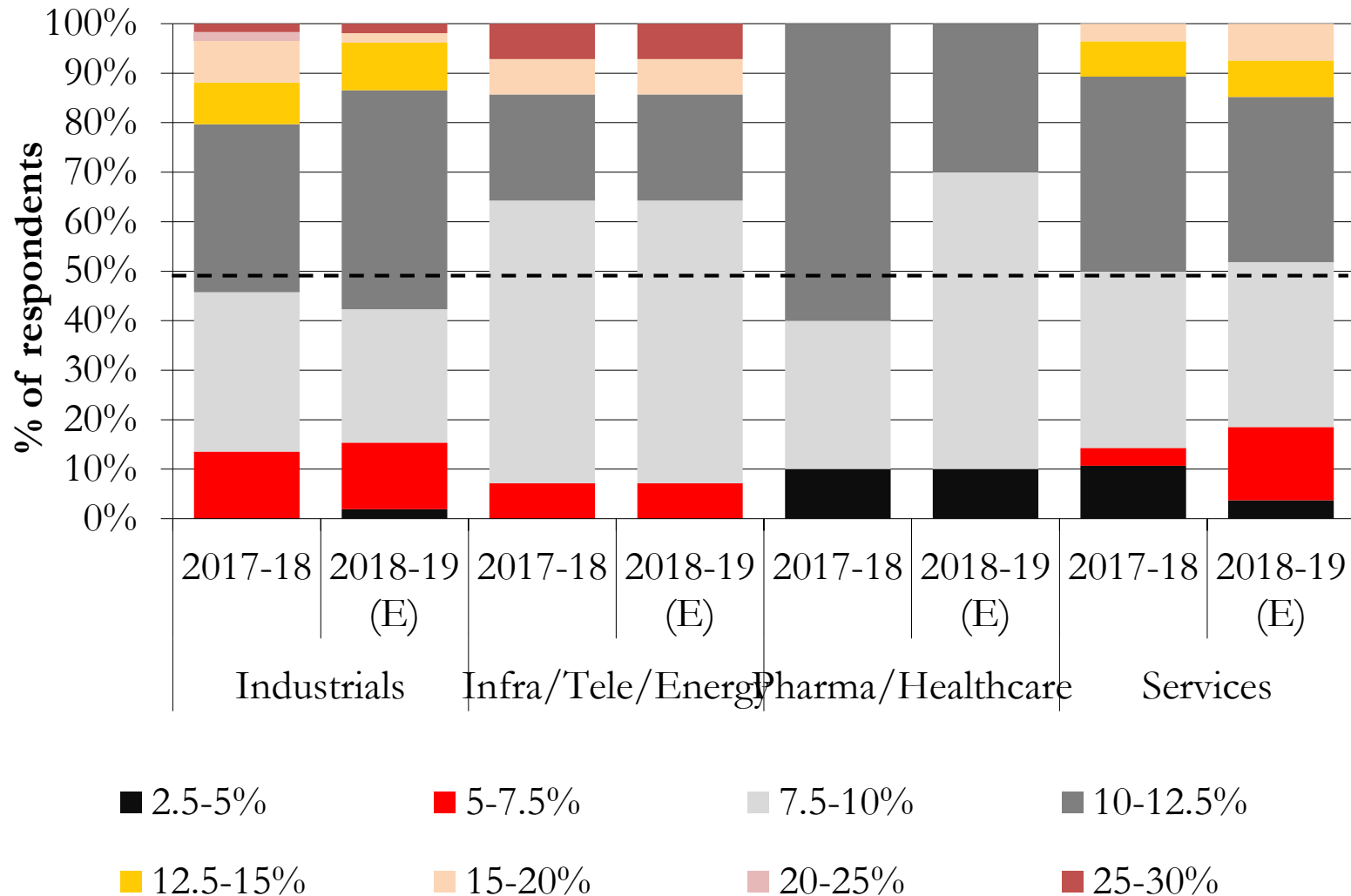
Increment in CTC: Junior Management, Sectoral (2)



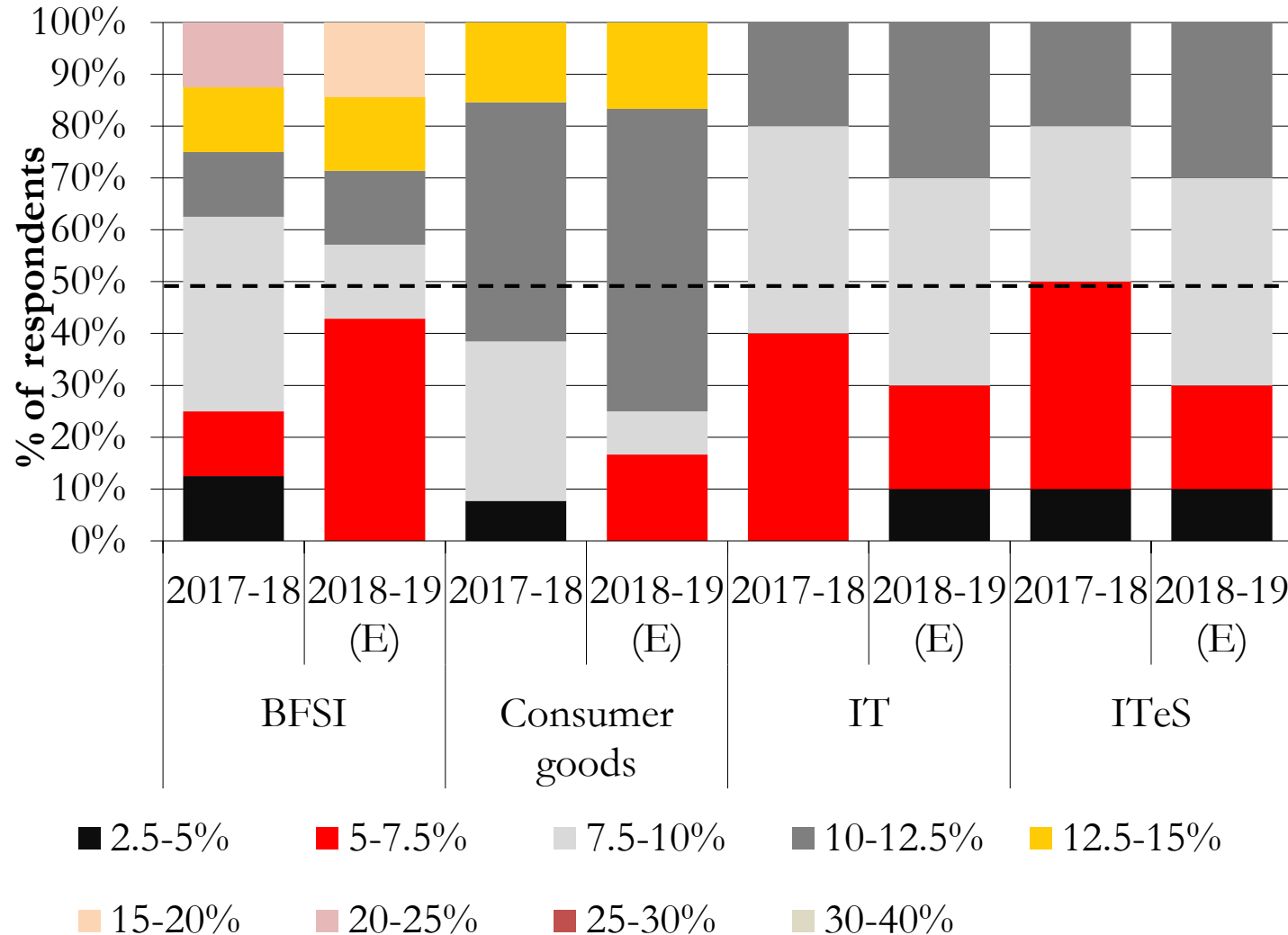
Increment in CTC: Middle Management, Sectoral (1)



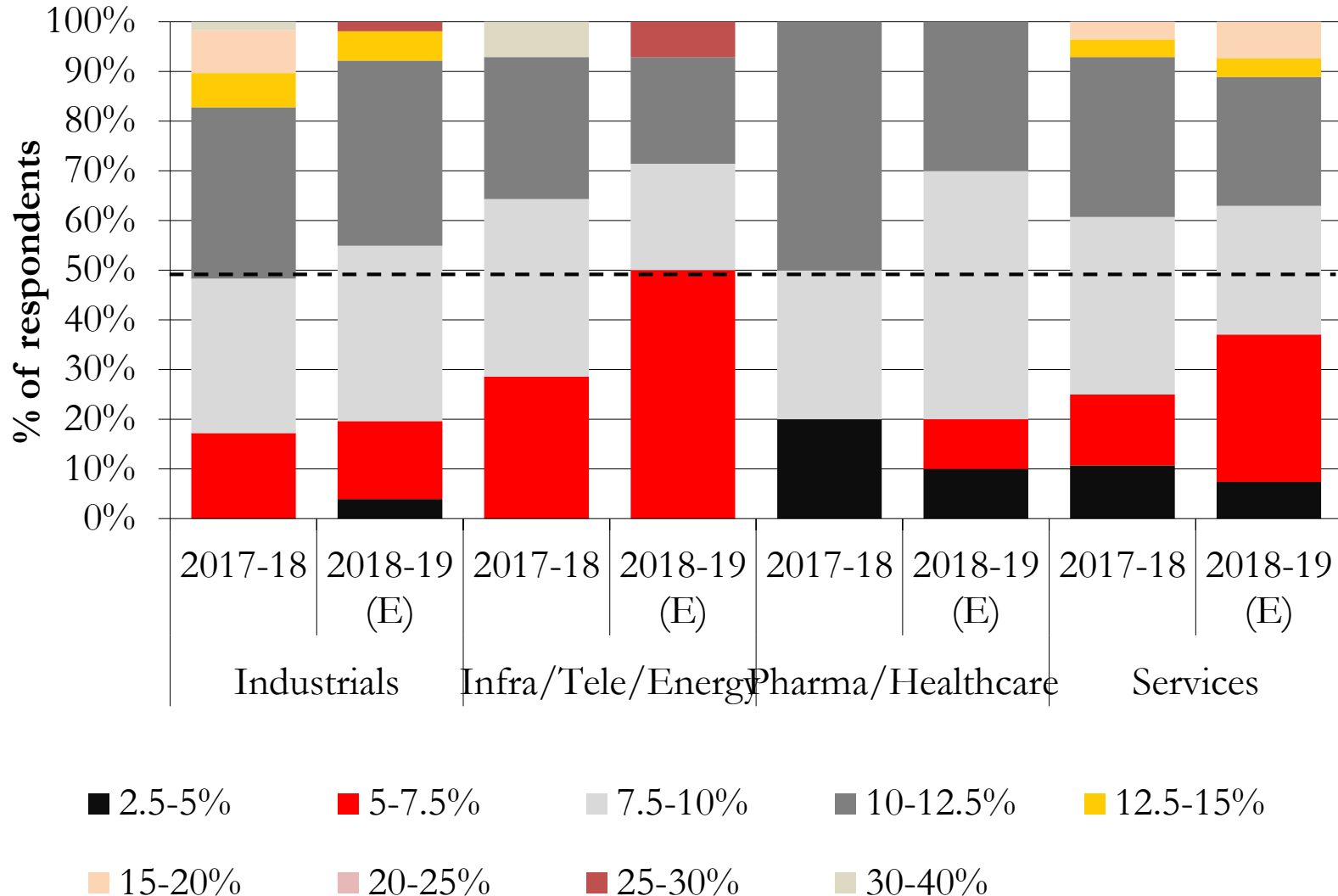
Increment in CTC: Middle Management, Sectoral (2)



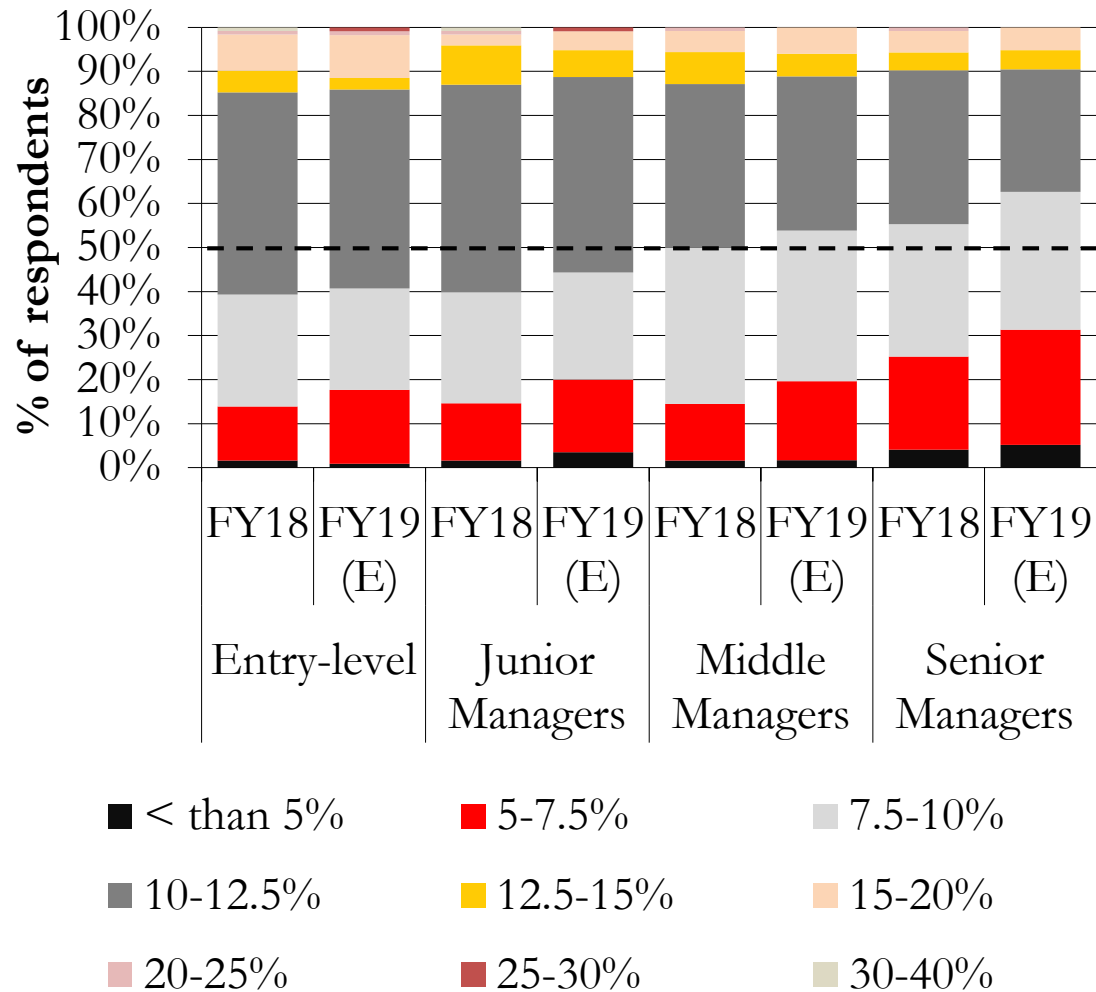
Increment in CTC: Senior Management, Sectoral (1)



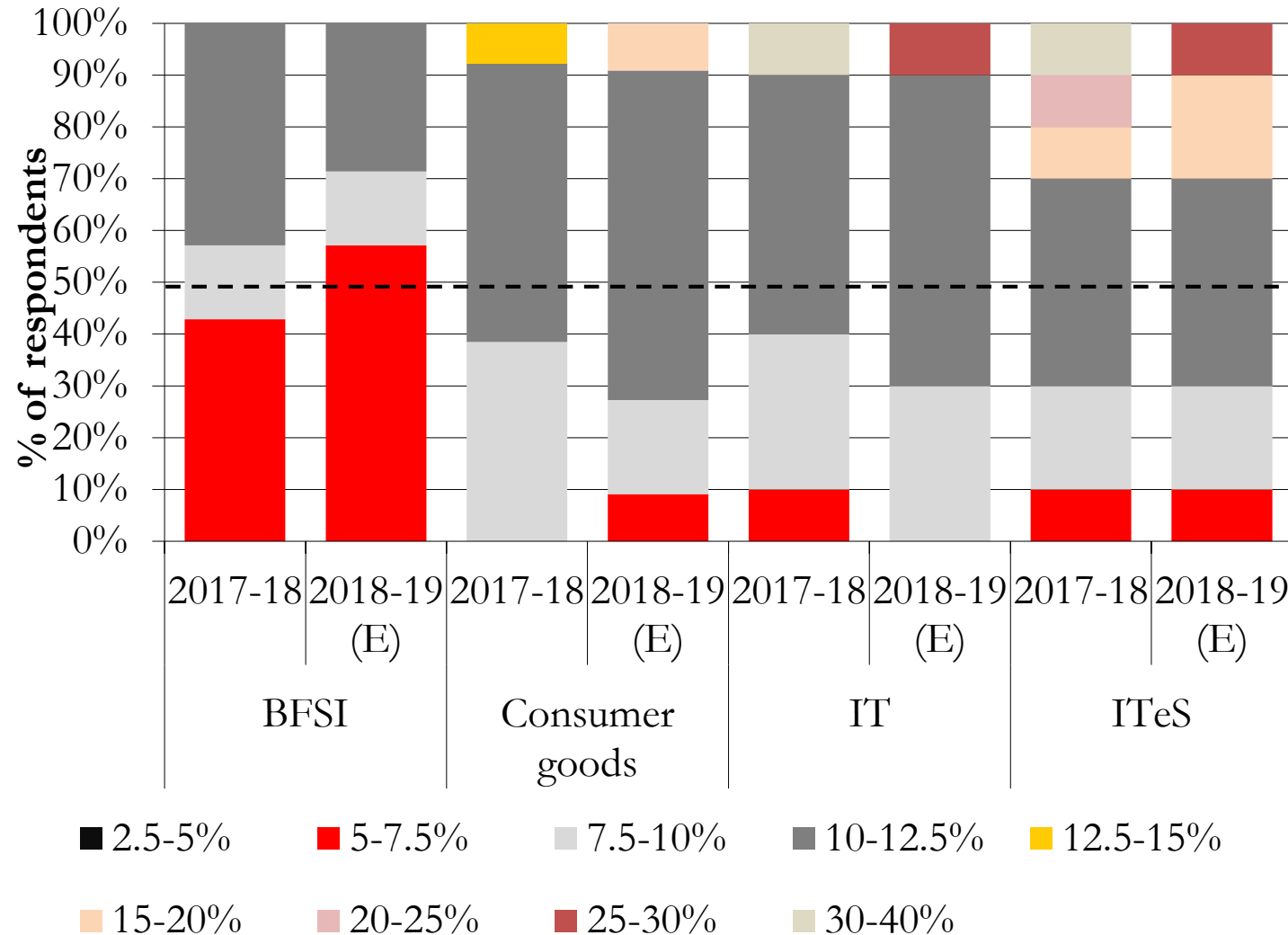
Increment in CTC: Senior Management, Sectoral (2)



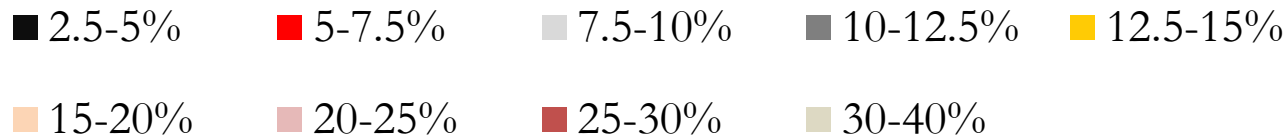
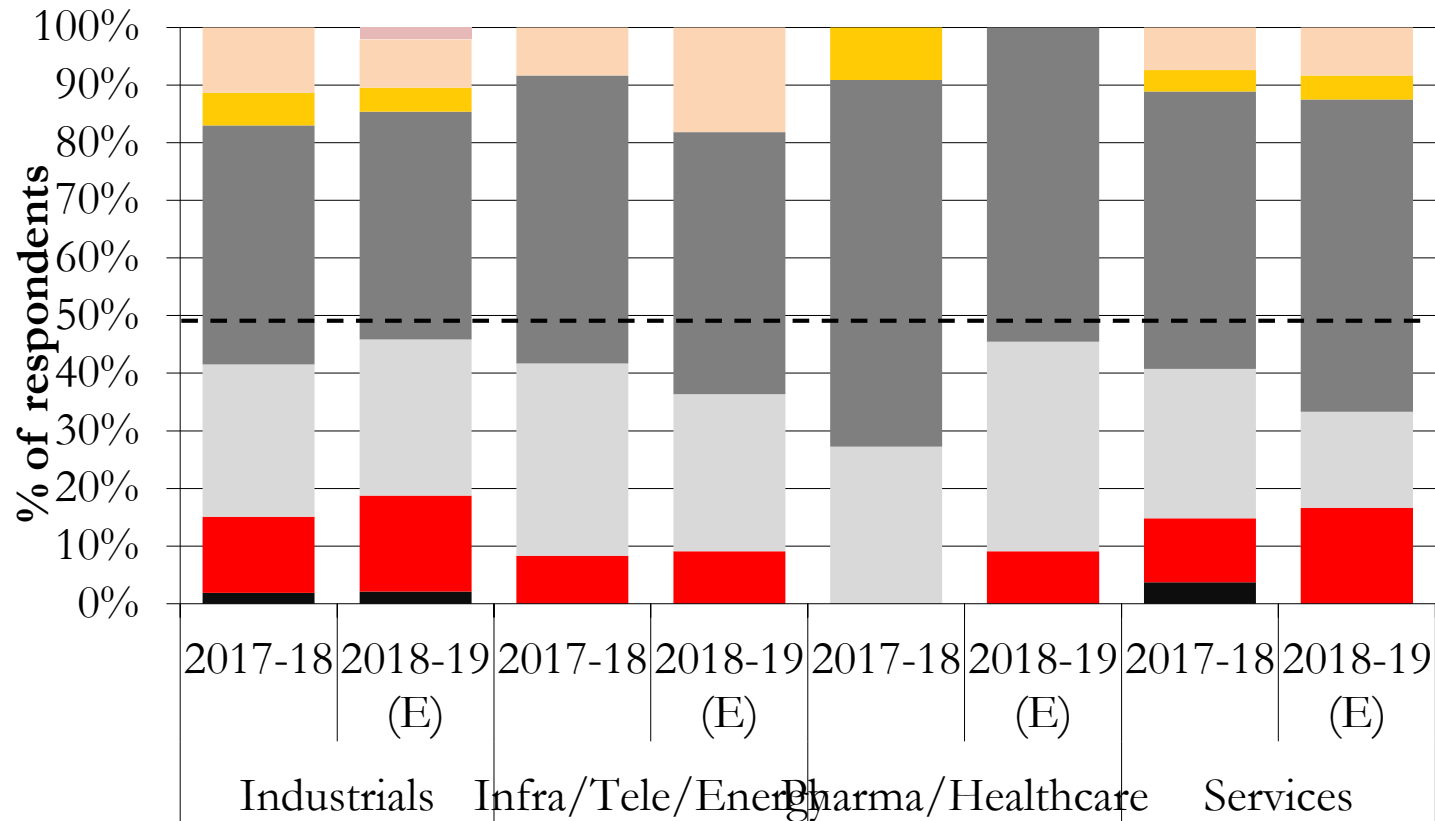
Increment in GFS: Entry-level to Senior Management



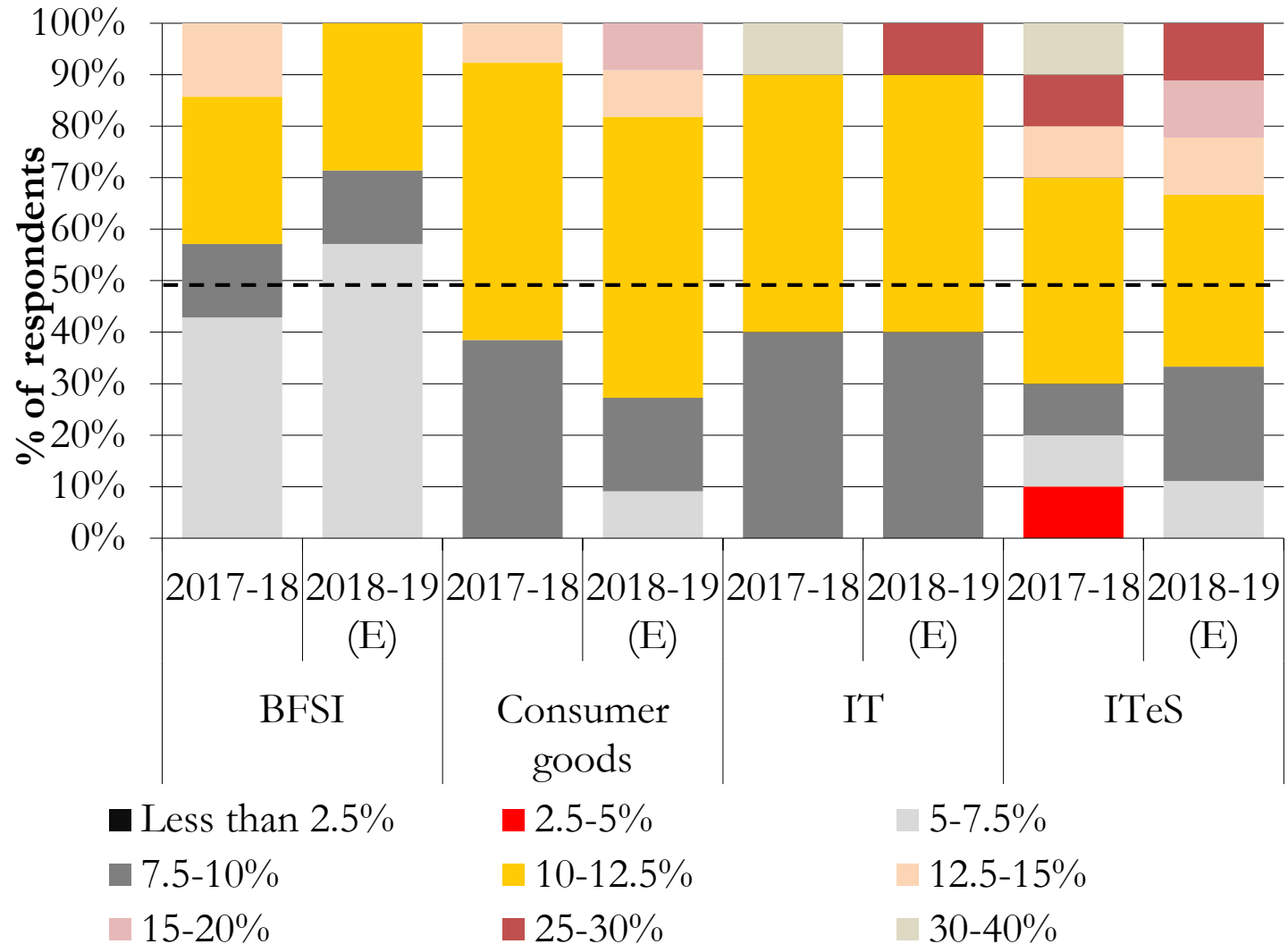
Increment in GFS: Entry level / frontline employees, Sectoral (1)



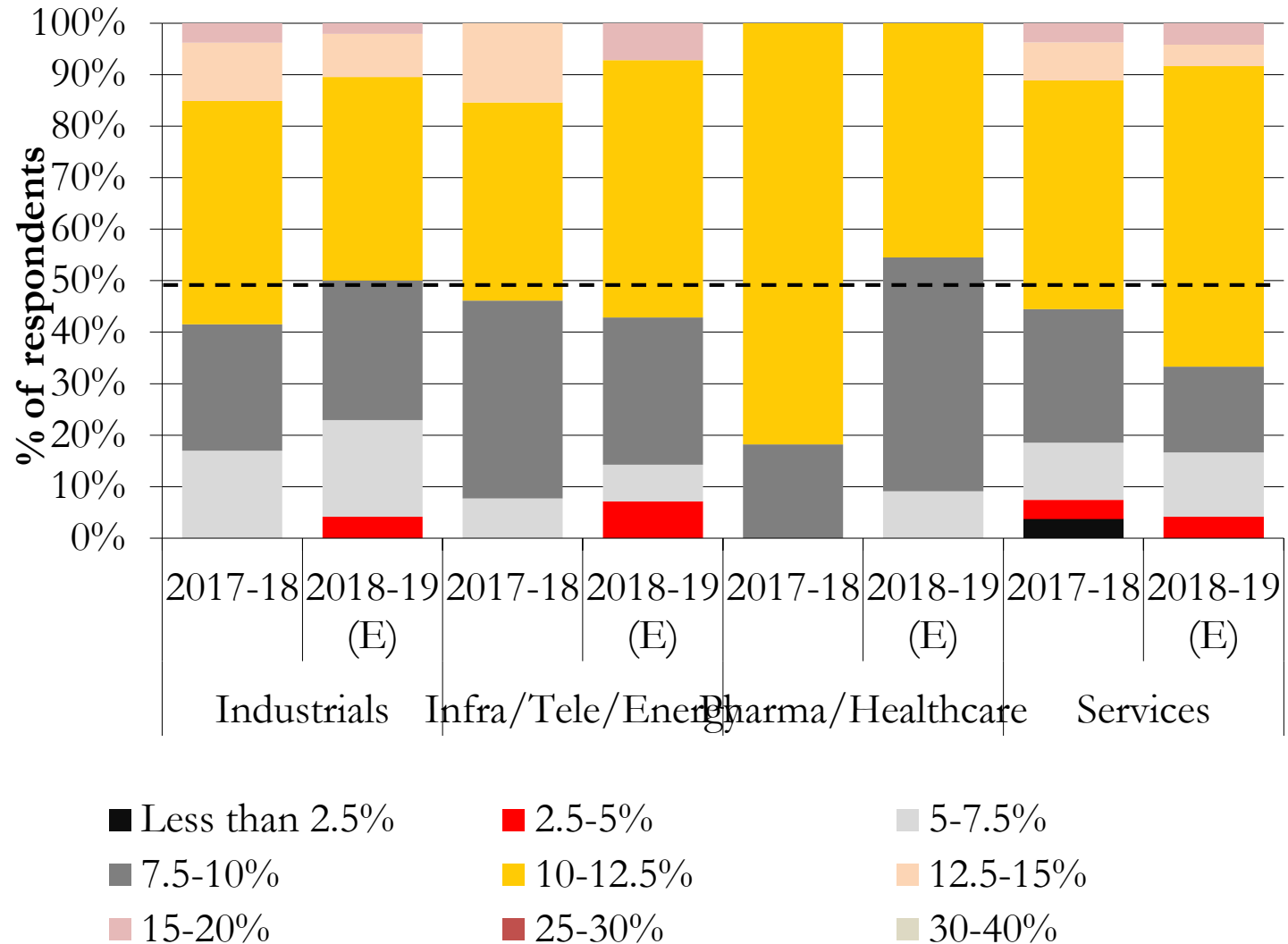
Increment in GFS: Entry level / frontline employees, Sectoral (2)



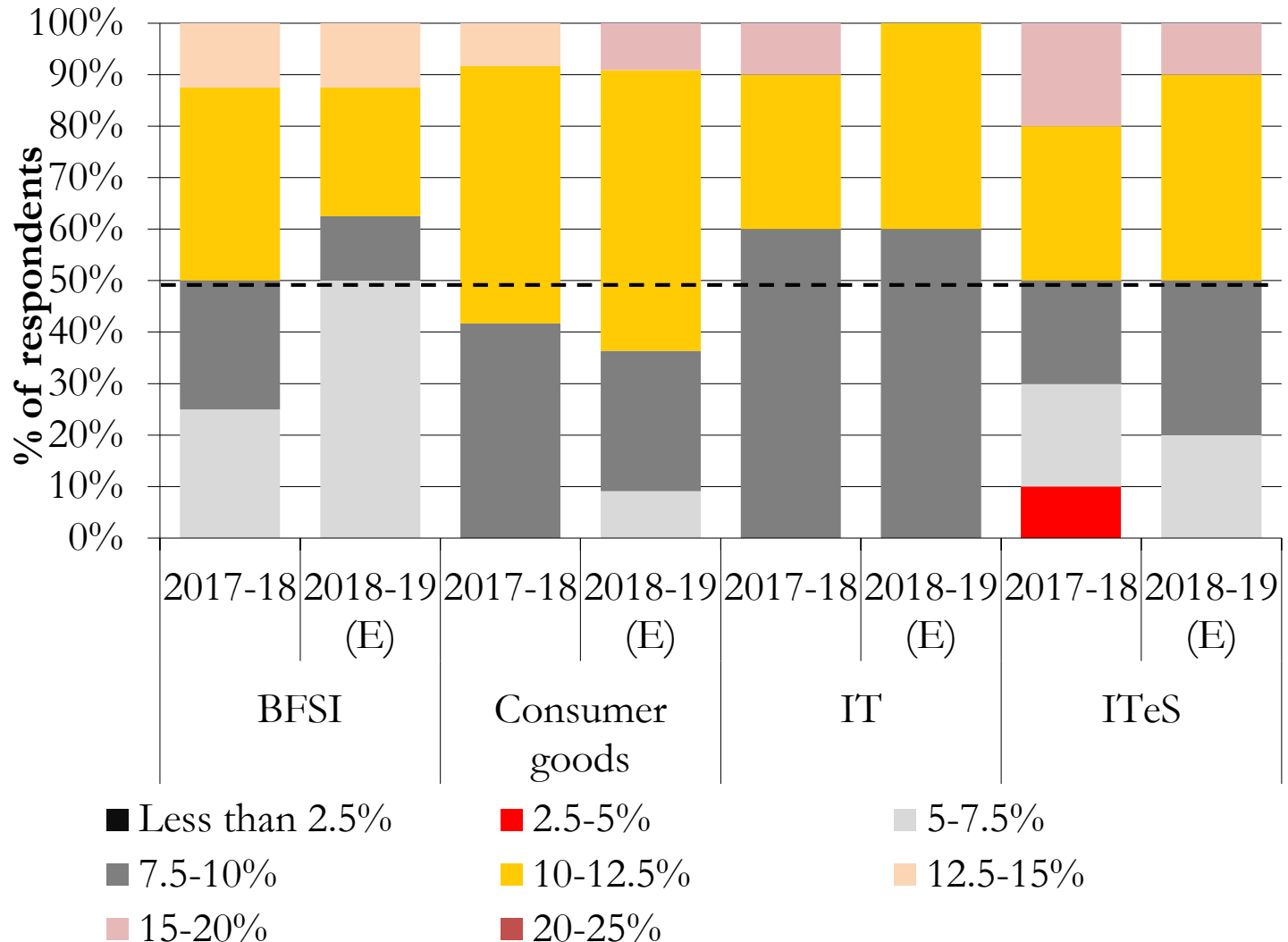
Increment in GFS: Junior Management, Sectoral (1)



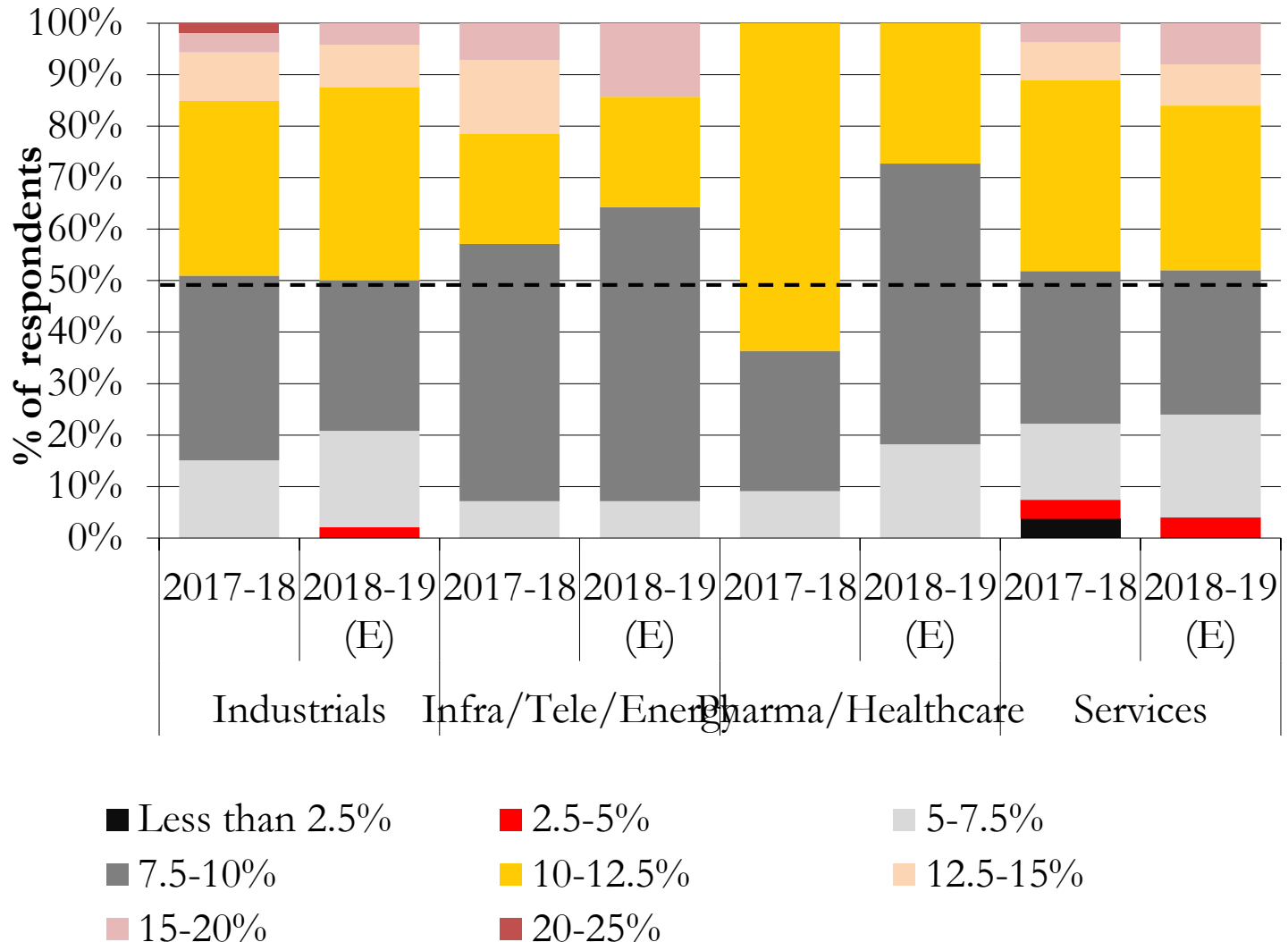
Increment in GFS: Junior Management, Sectoral (2)



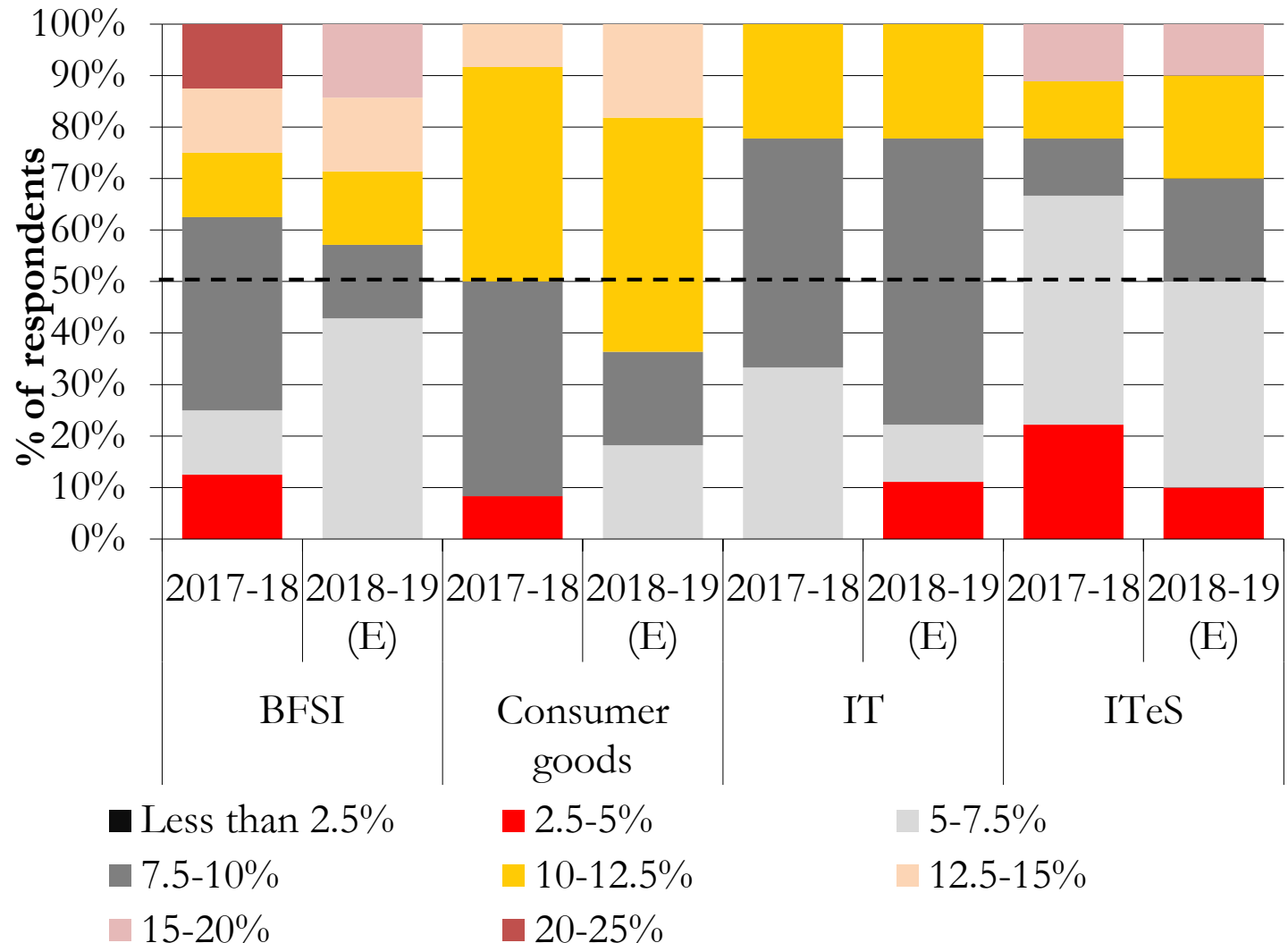
Increment in GFS: Middle Management, Sectoral (1)



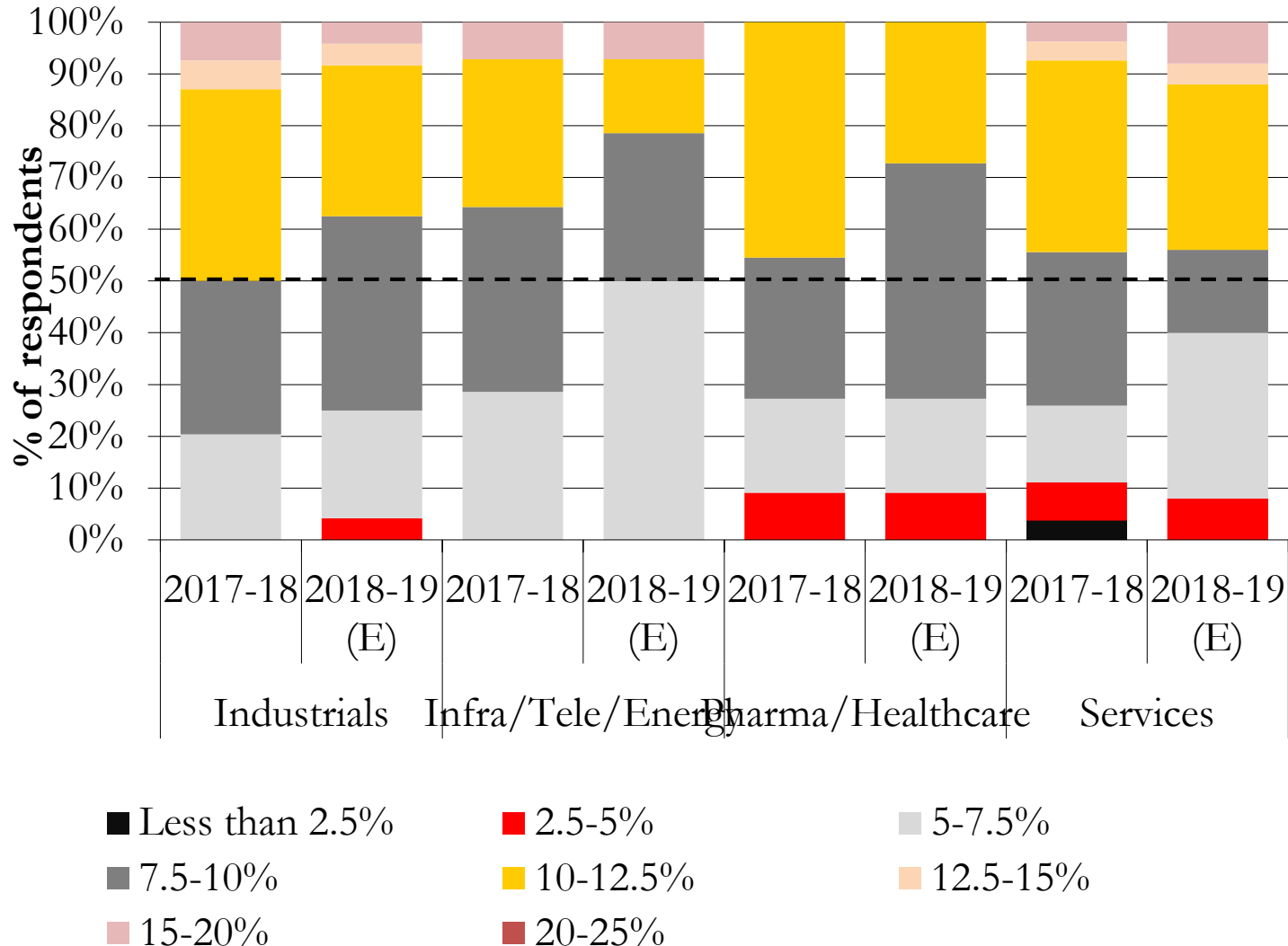
Increment in GFS: Middle Management, Sectoral (2)



Increment in GFS: Senior Management, Sectoral (1)



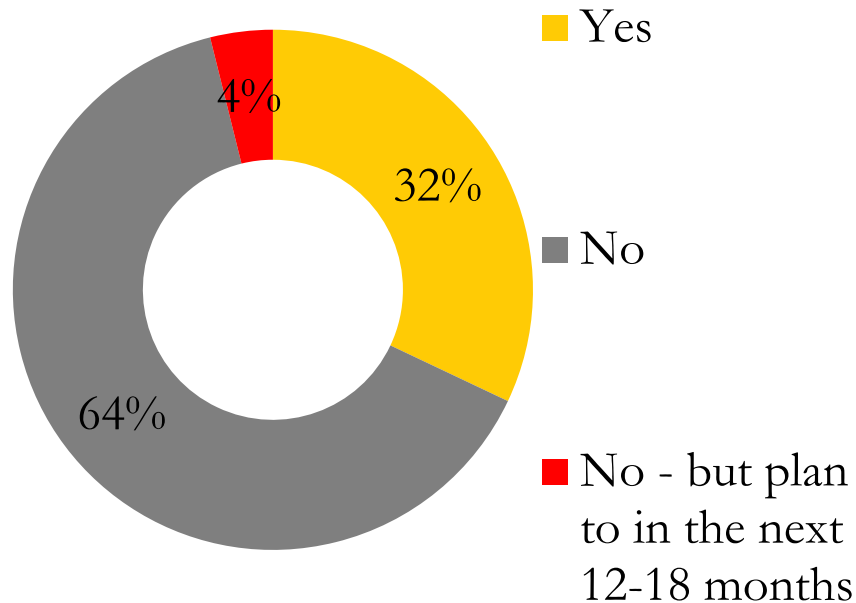
Increment in GFS: Senior Management, Sectoral (2)



ESOPS

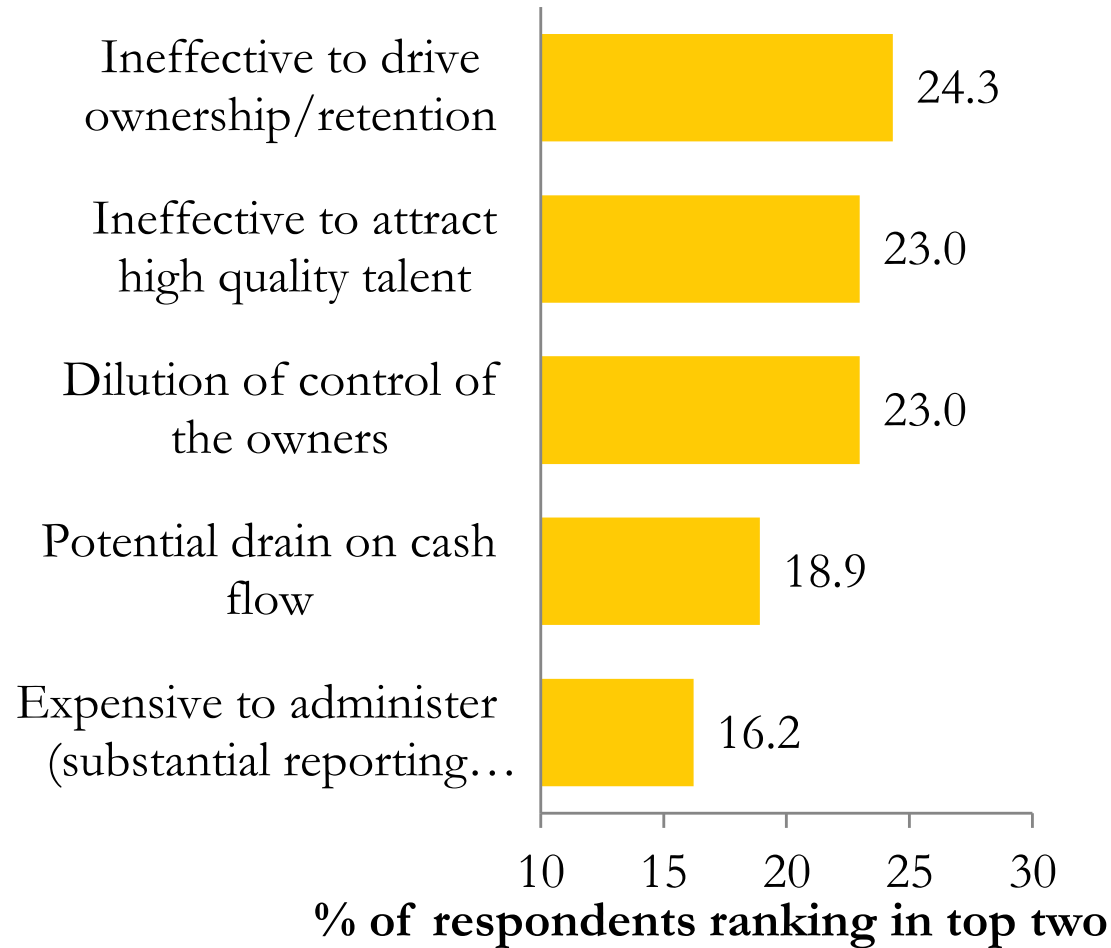


Does your company have an ESOPs programme?

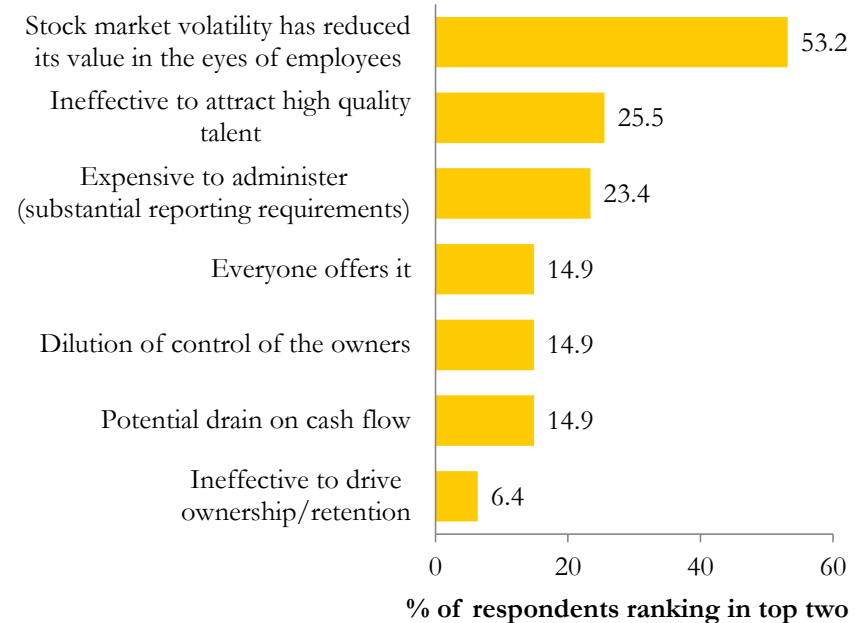
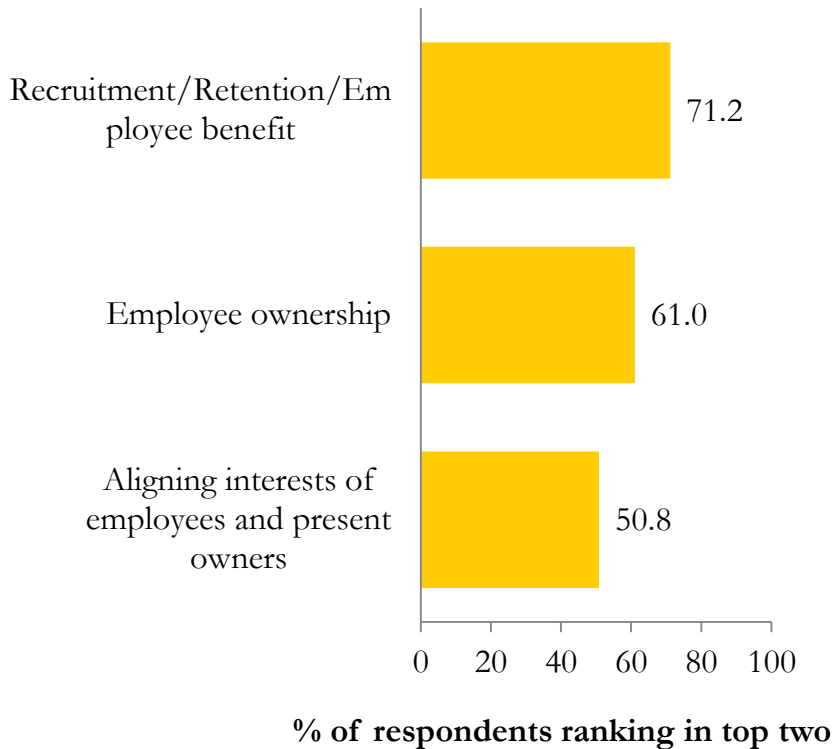


The attractiveness of ESOP programmes appears to be falling. Although 32% of the respondents reported having an ESOP programme in FY18, which is marginally higher than 28% in FY17, but it is significantly lower than 48% in 2009-10.

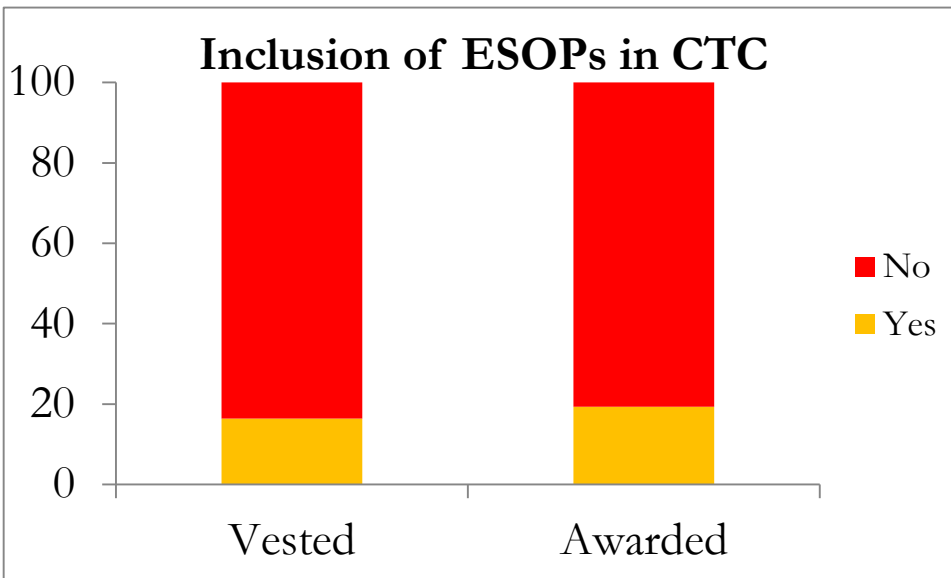
Reasons for not having an ESOPs programme



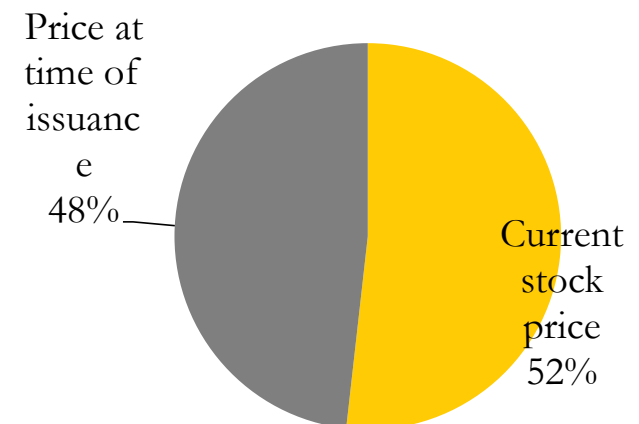
Advantage/Disadvantage of ESOP programme



In the computation of CTC, do you include the value of ESOPS vested/awarded in the given year?



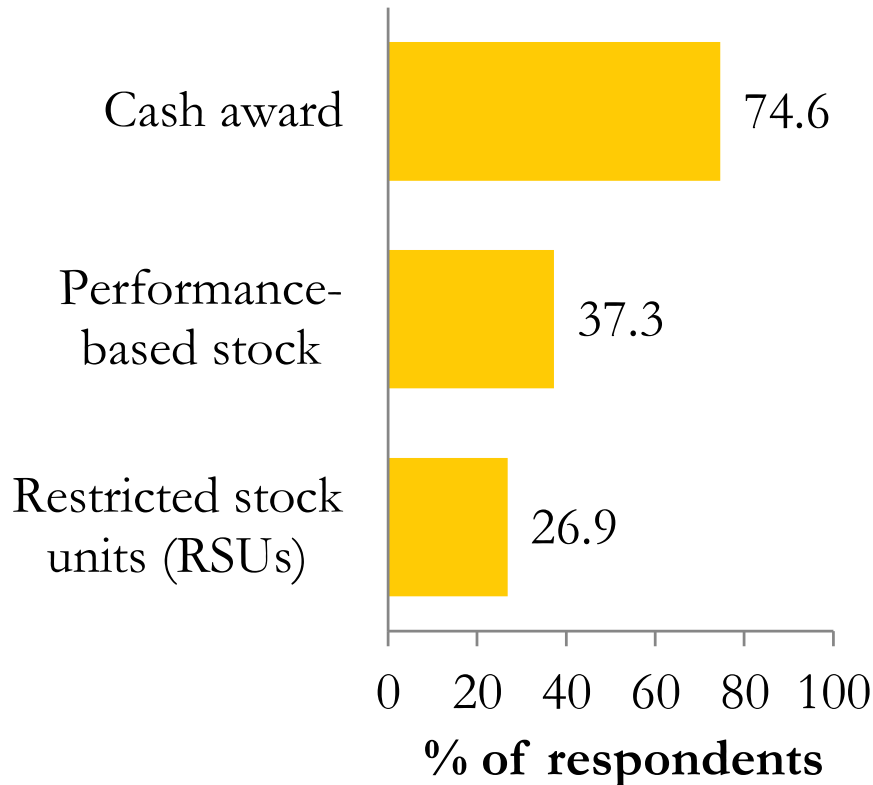
Are ESOPS valued at current stock price or price at time of issuance?



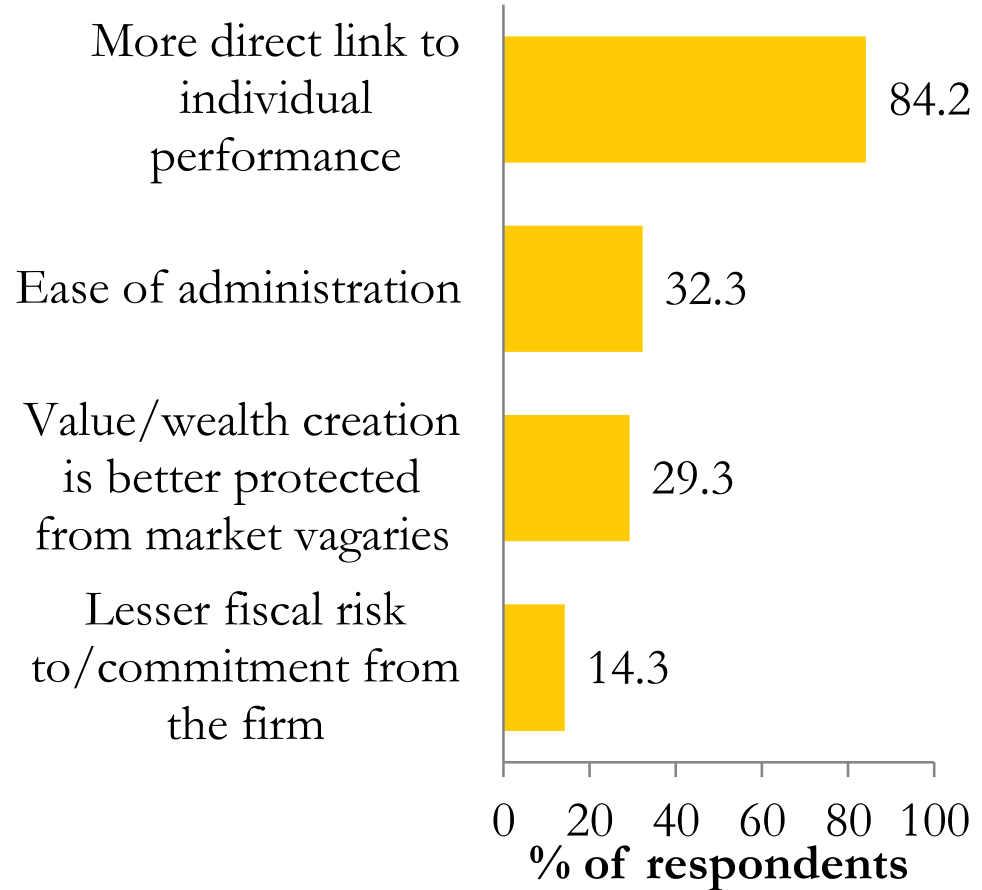
Which other vehicles, if any, are part of your bonus package?



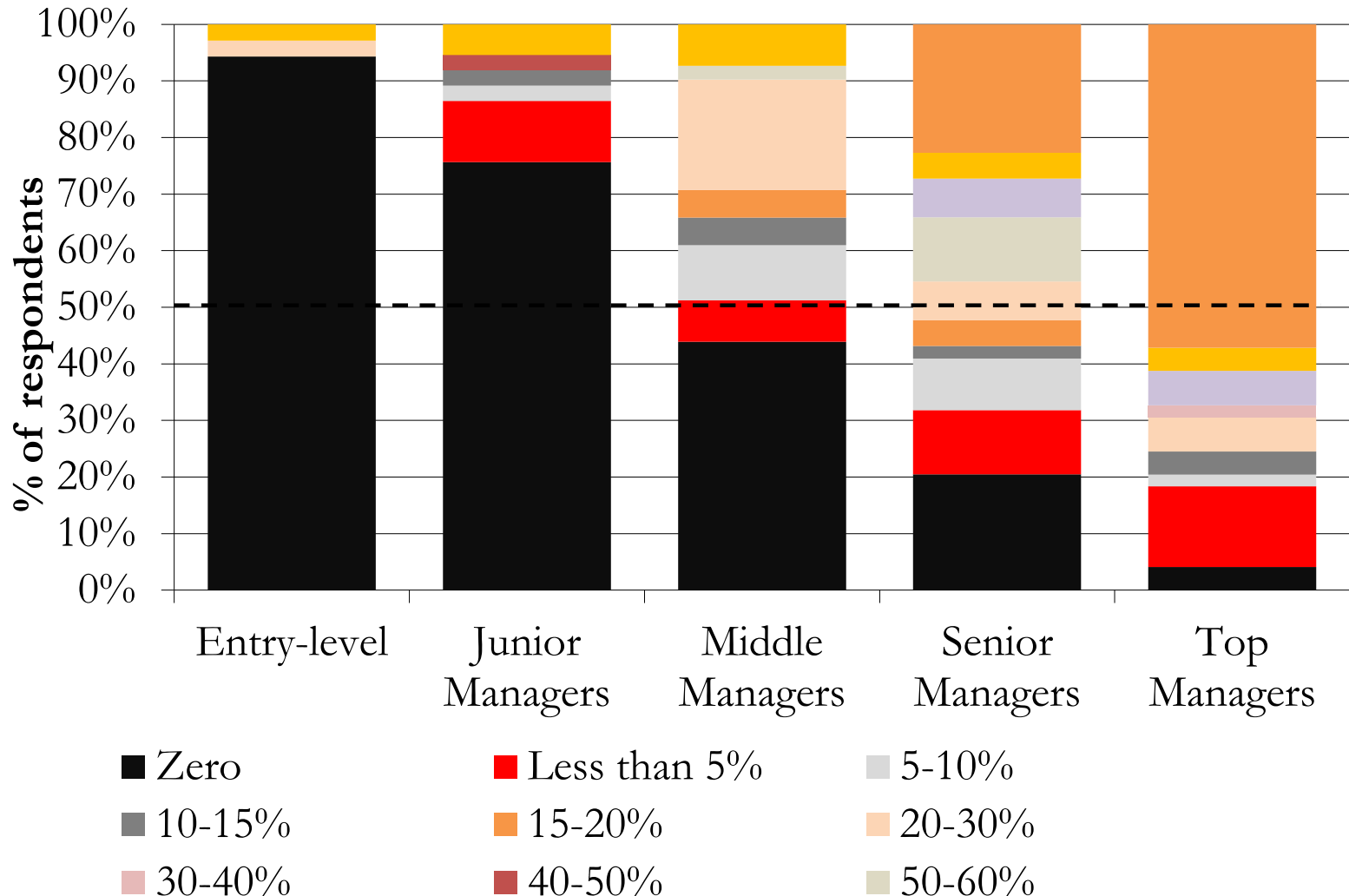
Other vehicles as part of bonus



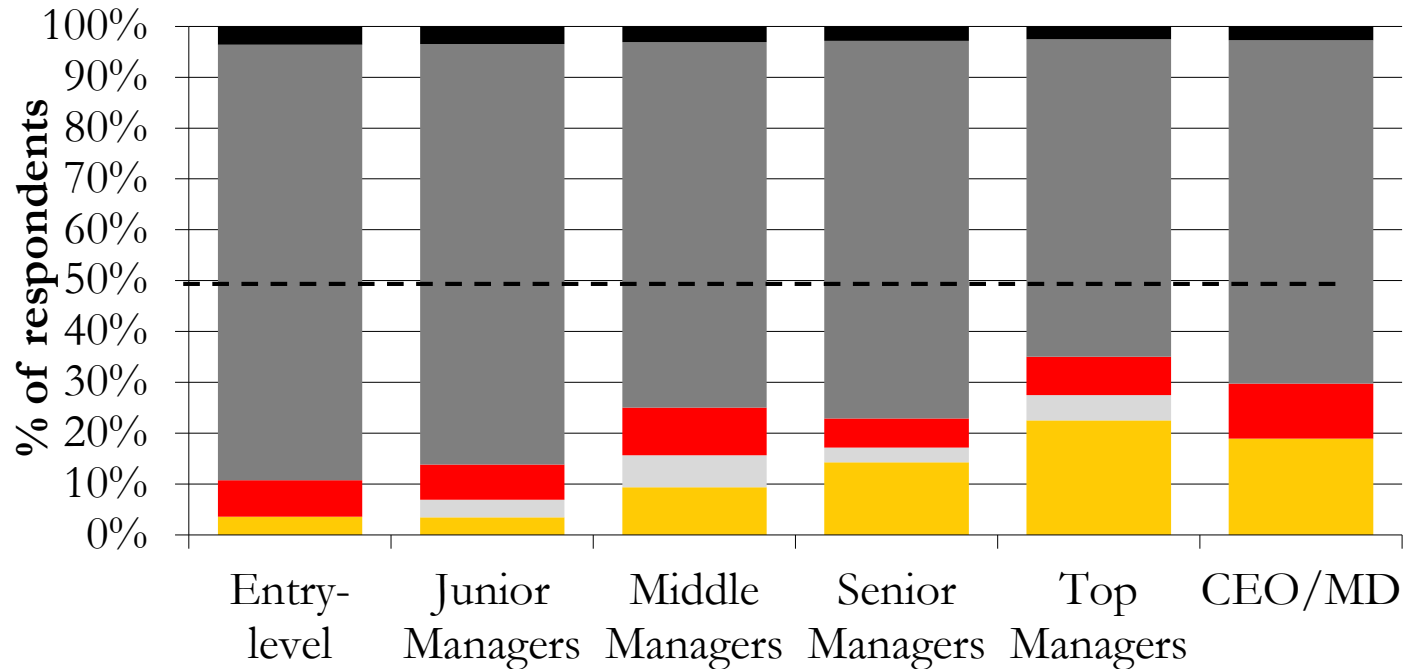
Reasons for using these vehicles



% of employees, at each level, holding ESOPs

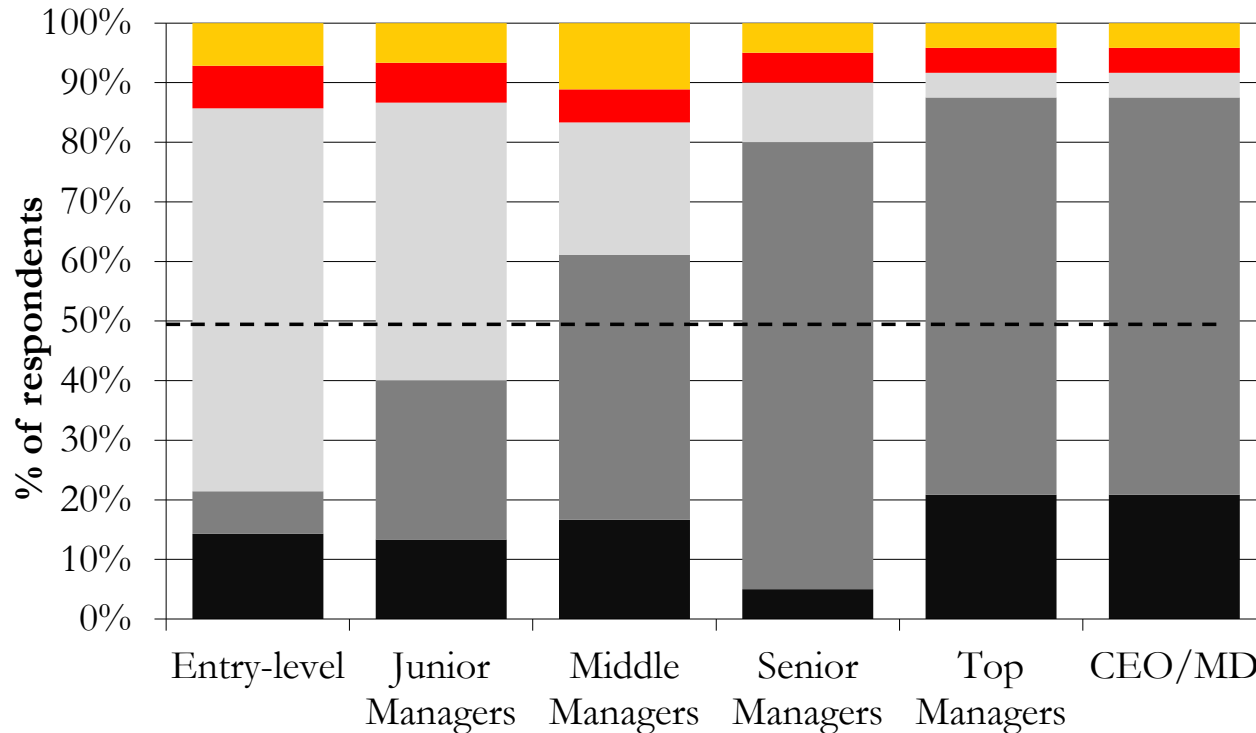


In the next 12-18 months, how is your company's approach to the use of ESOPs likely to change?



- Issuance of ESOPs will be stopped
- No change in the use of ESOPs
- Use of ESOPs will decrease
- Will begin issuing ESOPs for the first time
- Use of ESOPs will increase

Drivers of change in the use of ESOPs



■ HQ is prioritising

■ HQ is pulling back

■ ESOPS do not serve our purposes

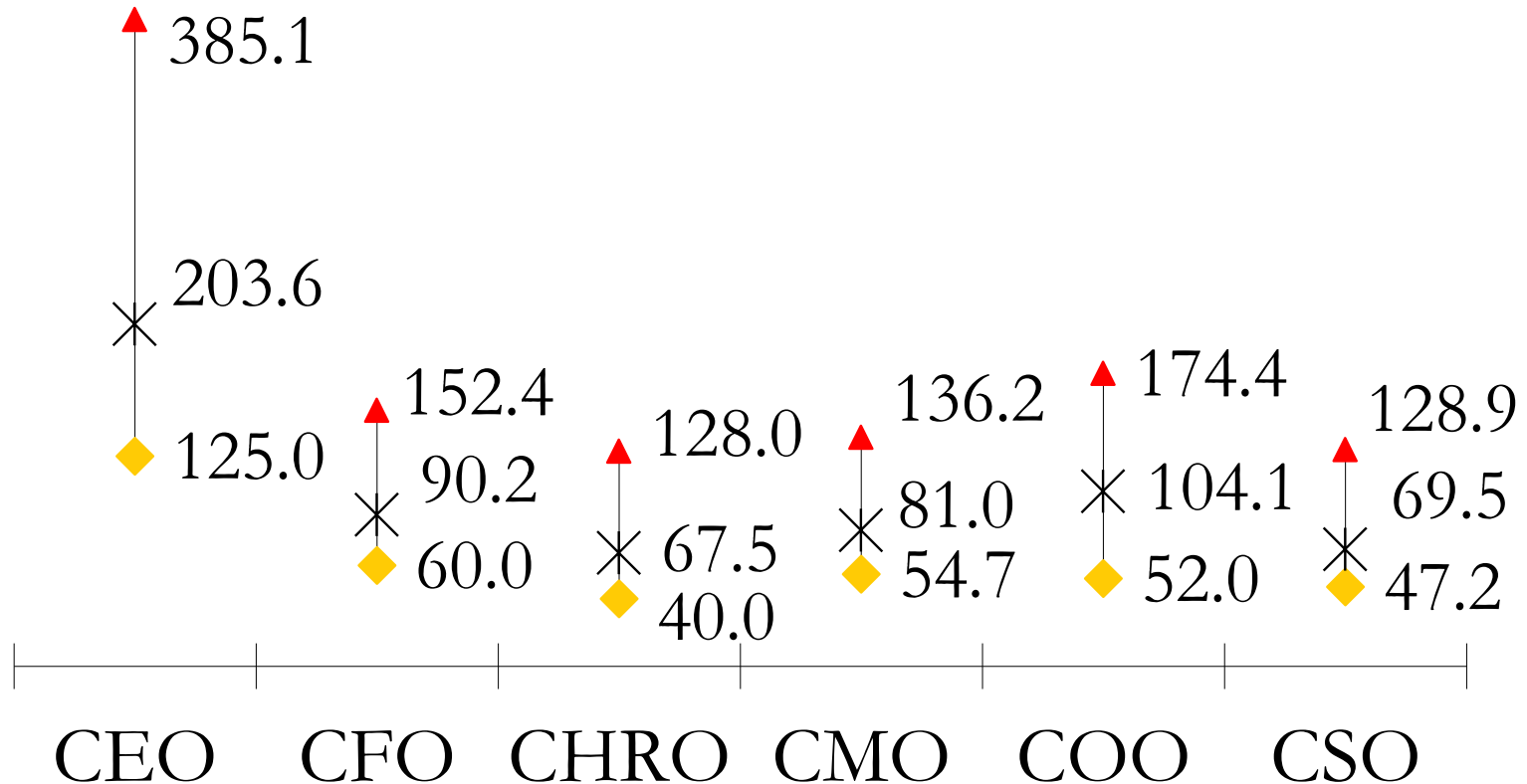
■ We find ESOPS to be a useful tool

■ Market and regulatory conditions

Compensation: Top Management

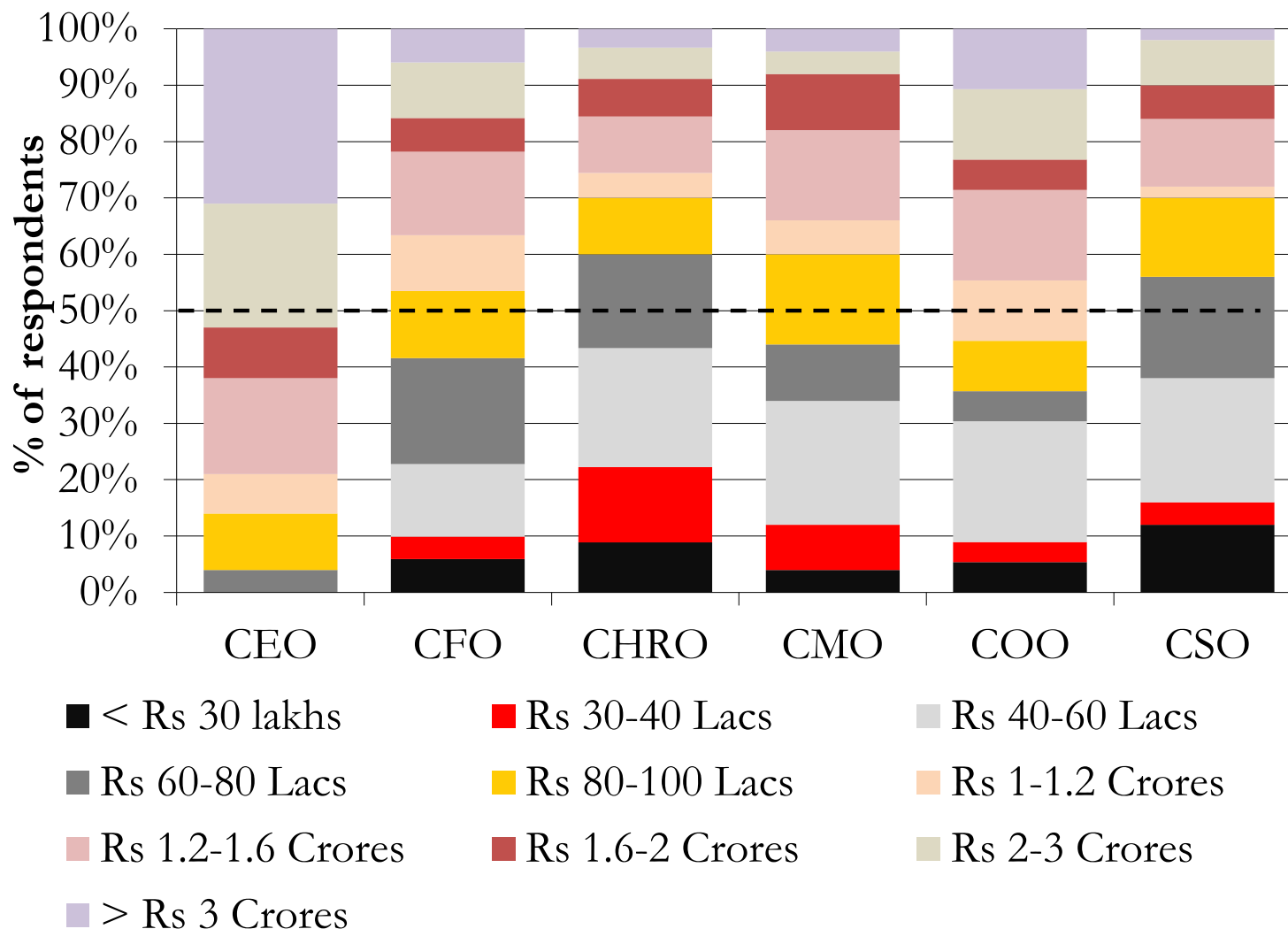


Total CTC, 2017-18: Top Management

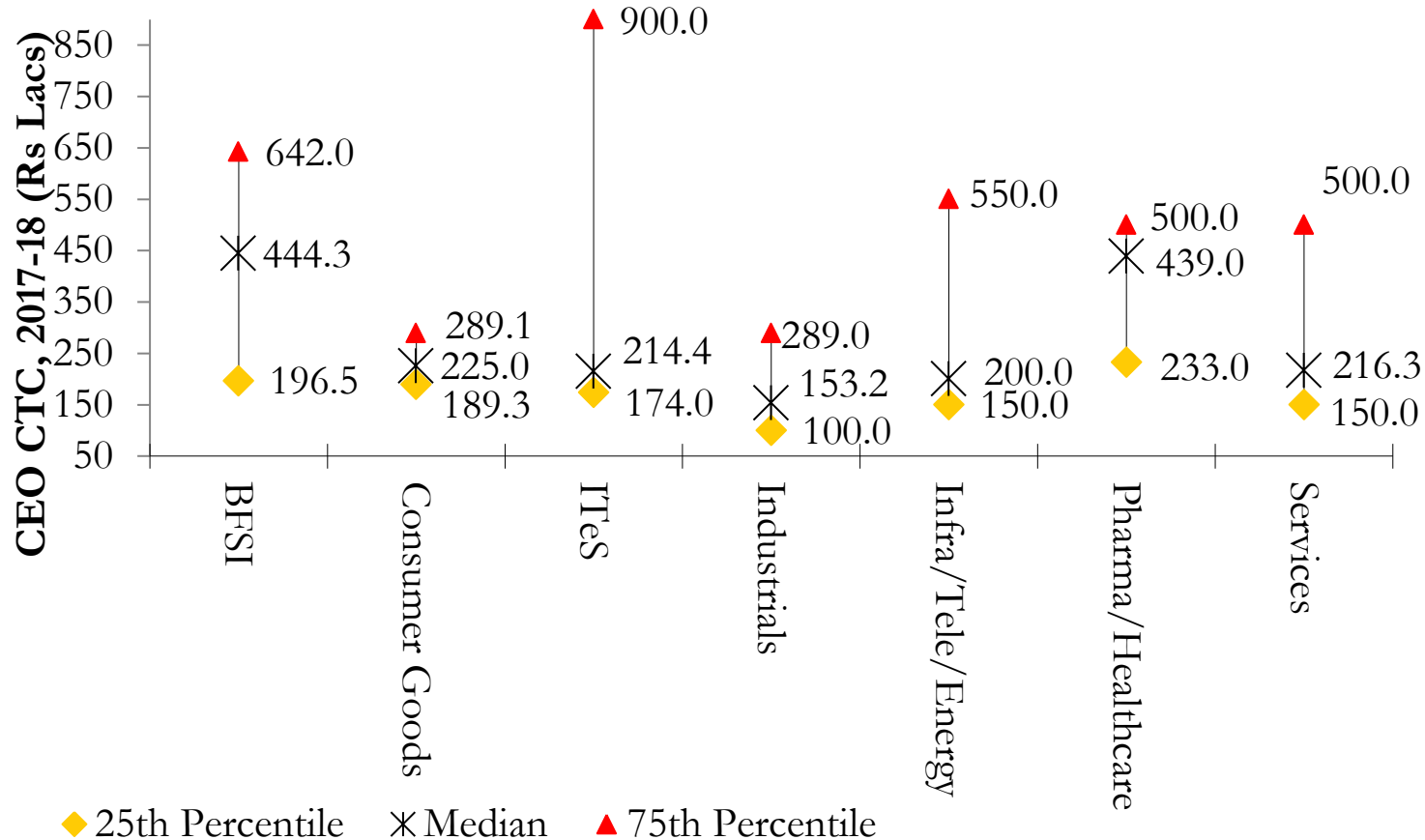


◆ 25th Percentile × Median ▲ 75th Percentile

Total CTC, 2017-18: Top Management

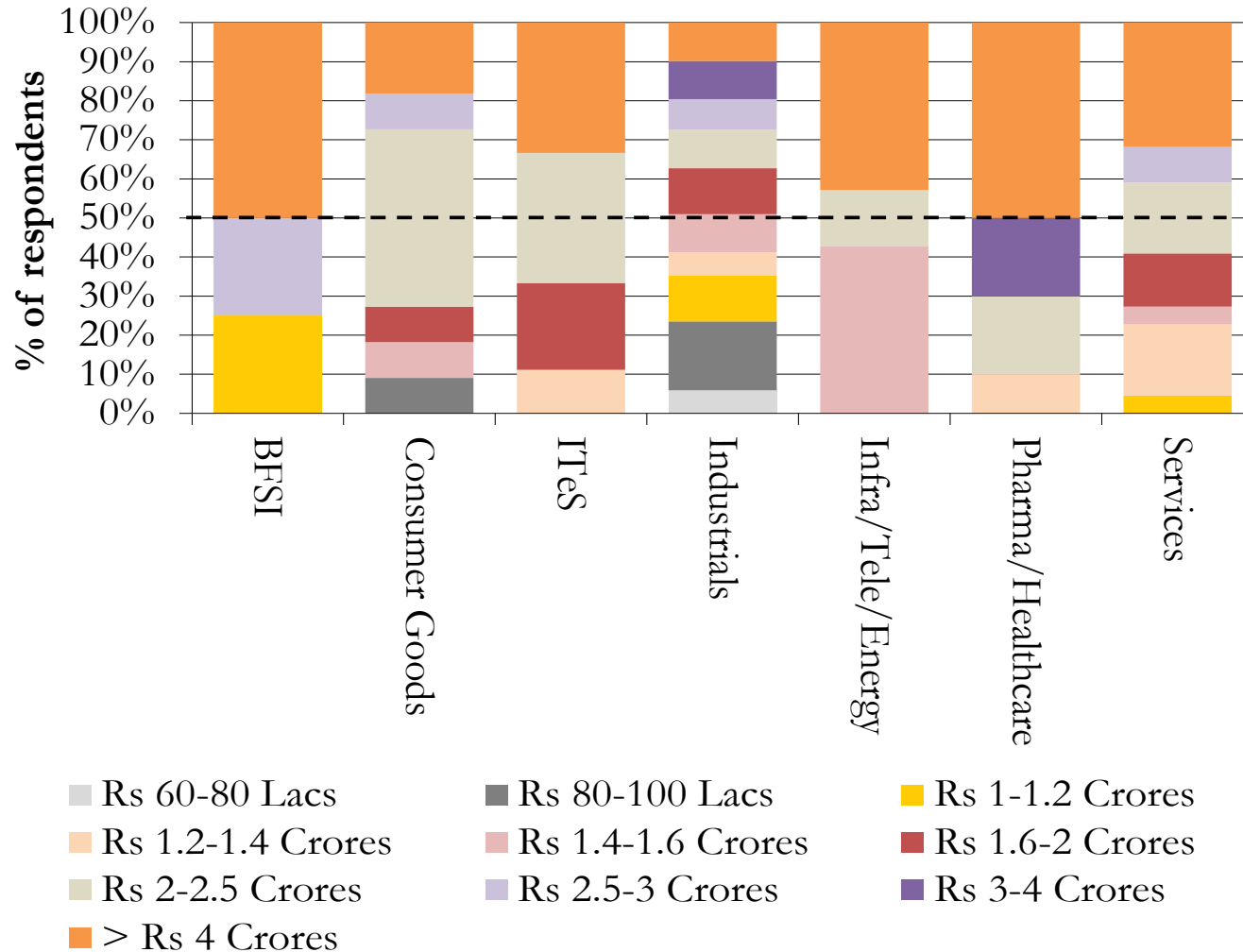


Total CTC, 2017-18: CEO/MD/Country Manager, Sectoral



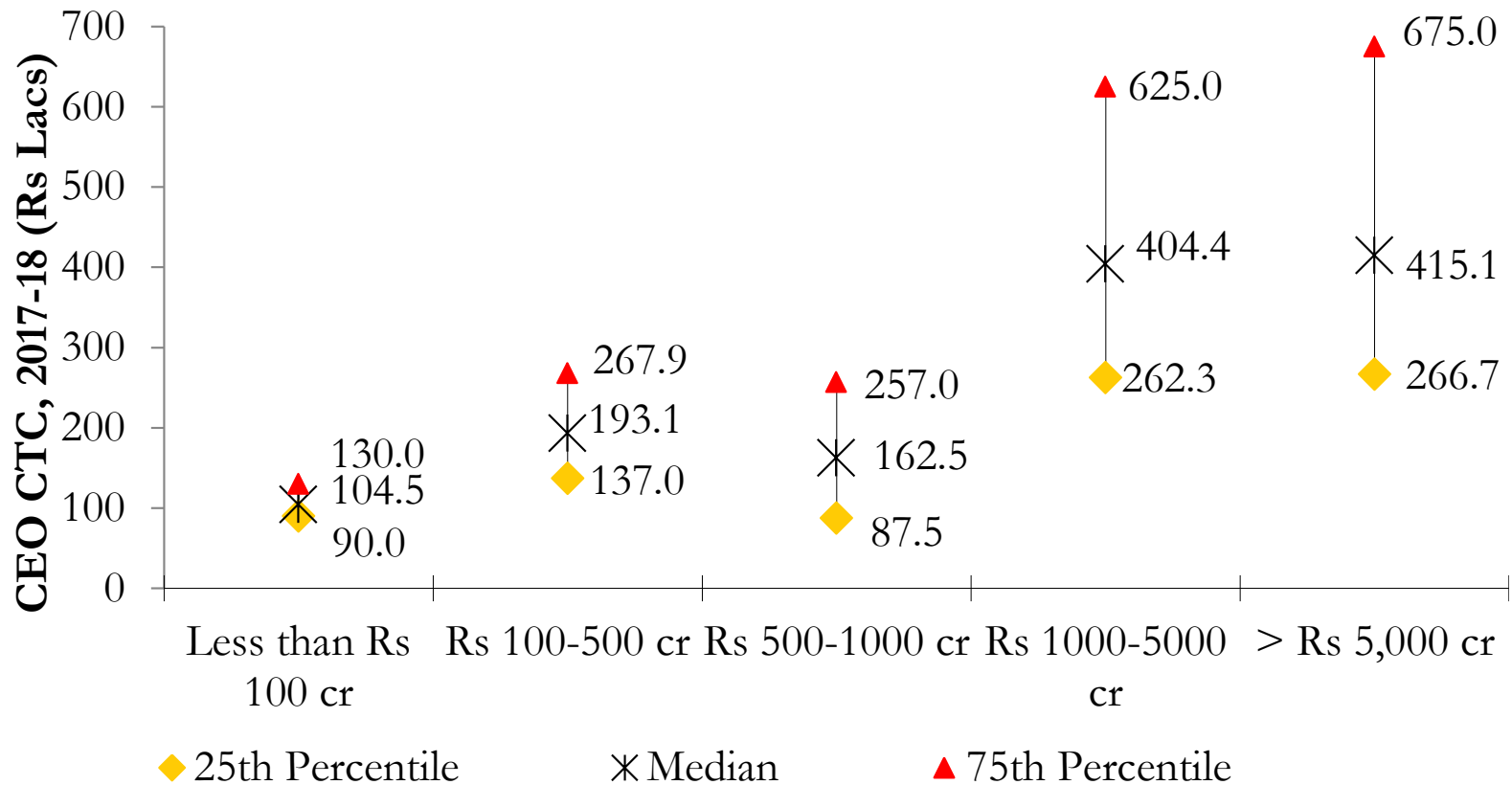
Note: Insufficient sample size for IT sector

Total CTC, 2017-18: CEO/MD/Country Manager, Sectoral

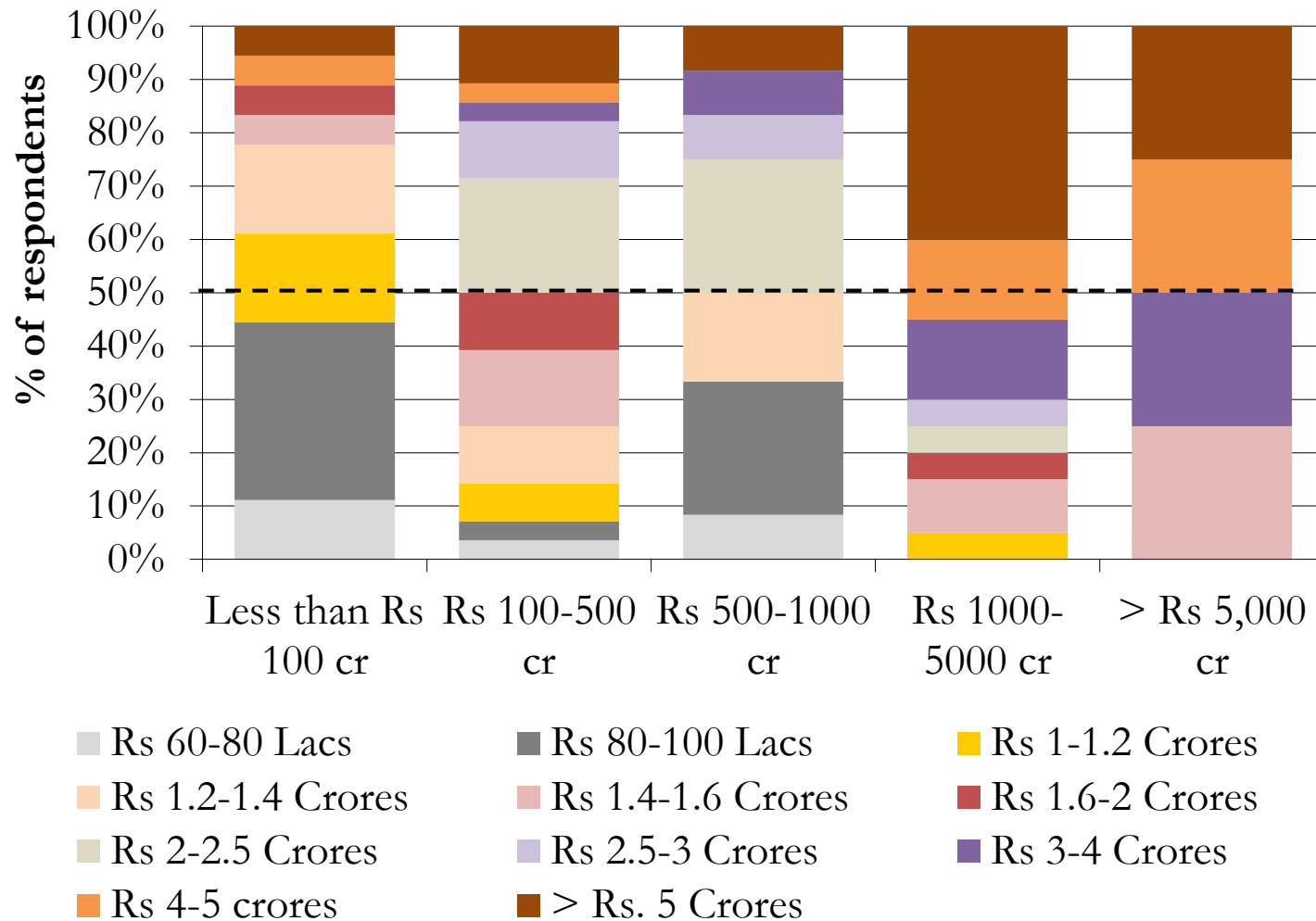


Note: Insufficient sample size for IT sector

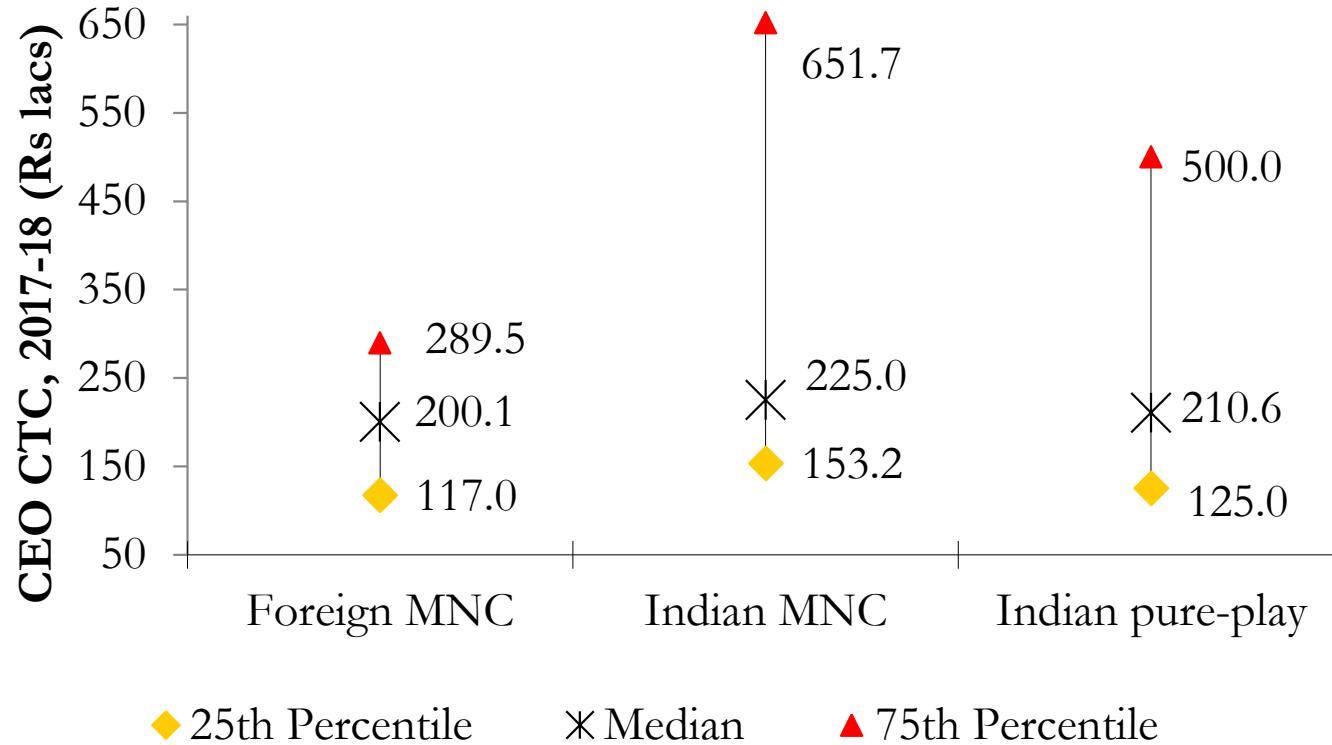
Total CTC, 2017-18: CEO/MD/Country Manager, By company turnover



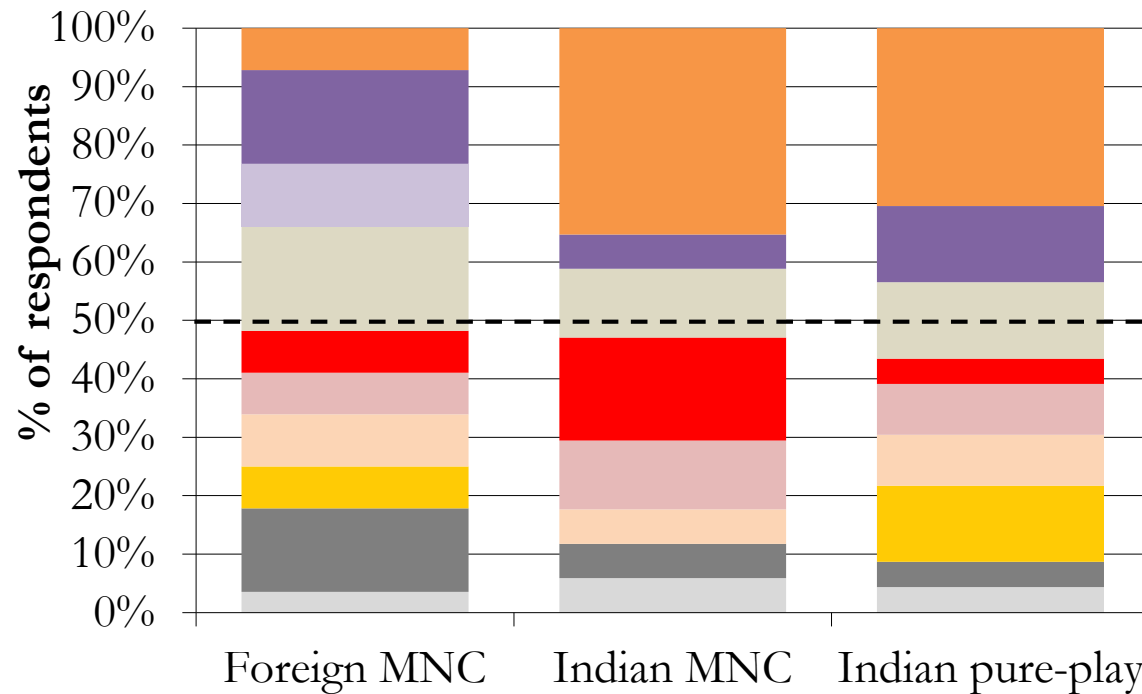
Total CTC, 2017-18: CEO/MD/Country Manager, By company turnover



Total CTC, 2017-18: CEO/MD/Country Manager, By company ownership

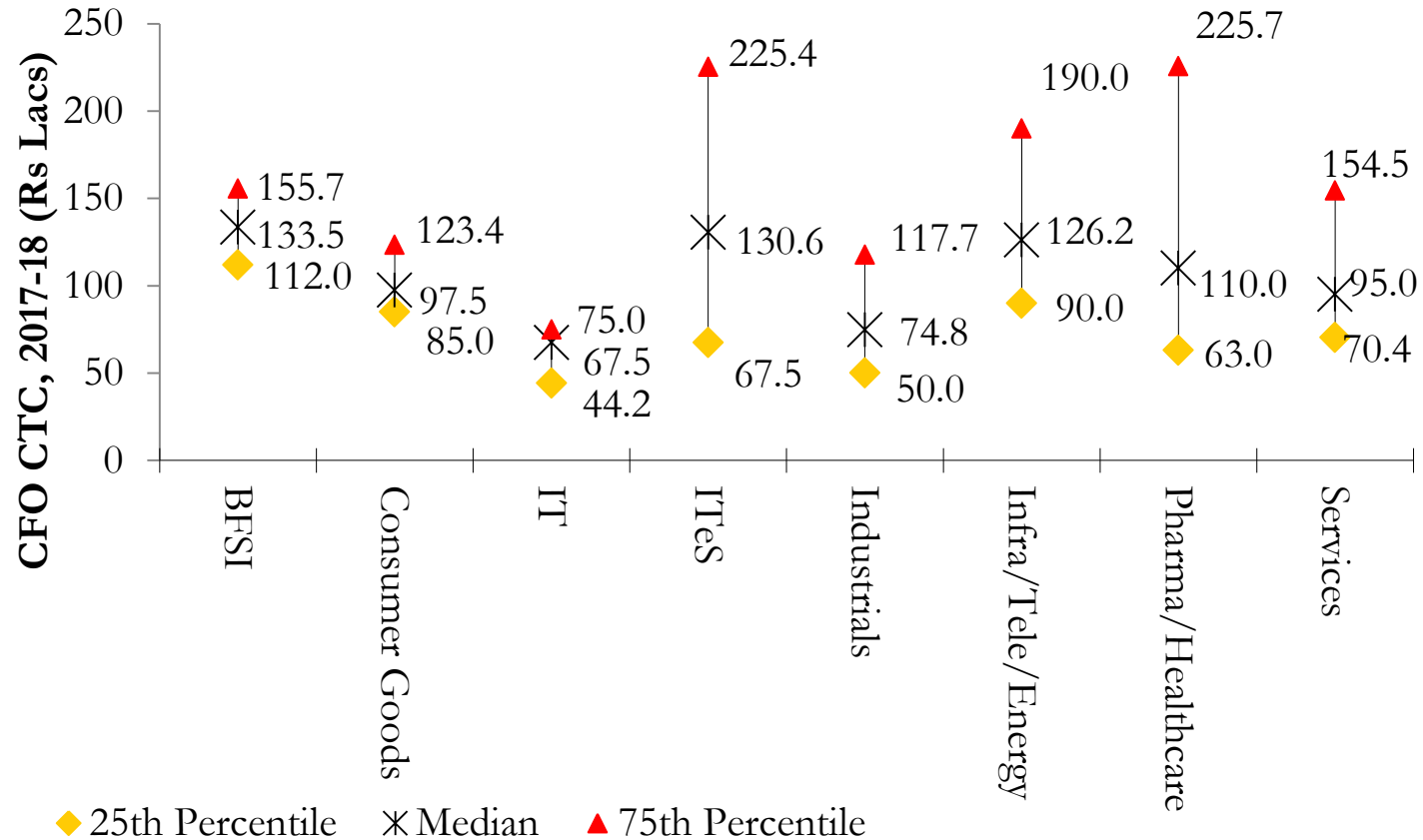


Total CTC, 2017-18: CEO/MD/Country Manager, By company ownership

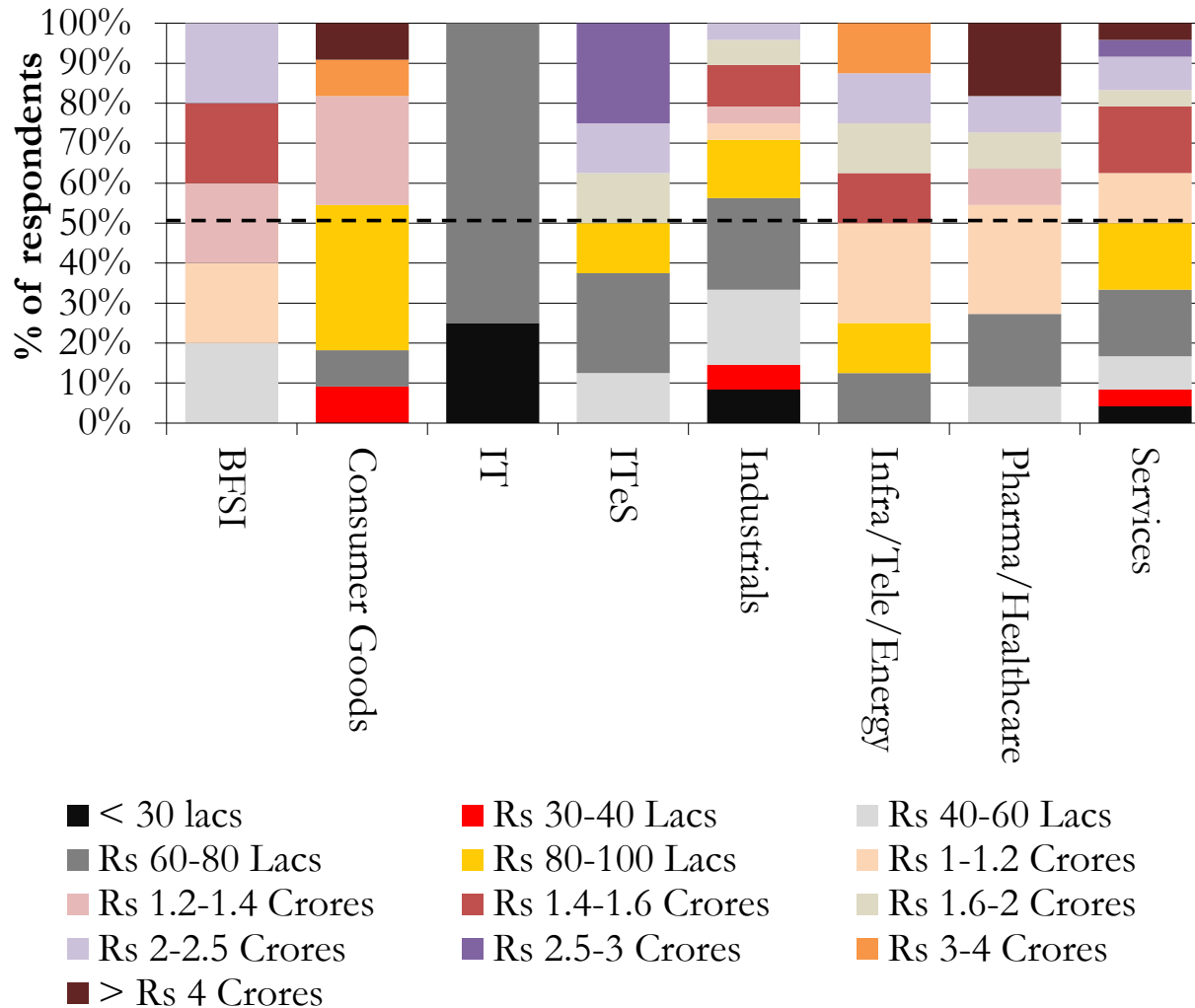


Rs 60-80 Lacs Rs 80-100 Lacs Rs 1-1.2 Crores
Rs 1.2-1.4 Crores Rs 1.4-1.6 Crores Rs 1.6-2 Crores
Rs 2-2.5 Crores Rs 2.5-3 Crores Rs 3-5 Crores
> Rs 5 Crores

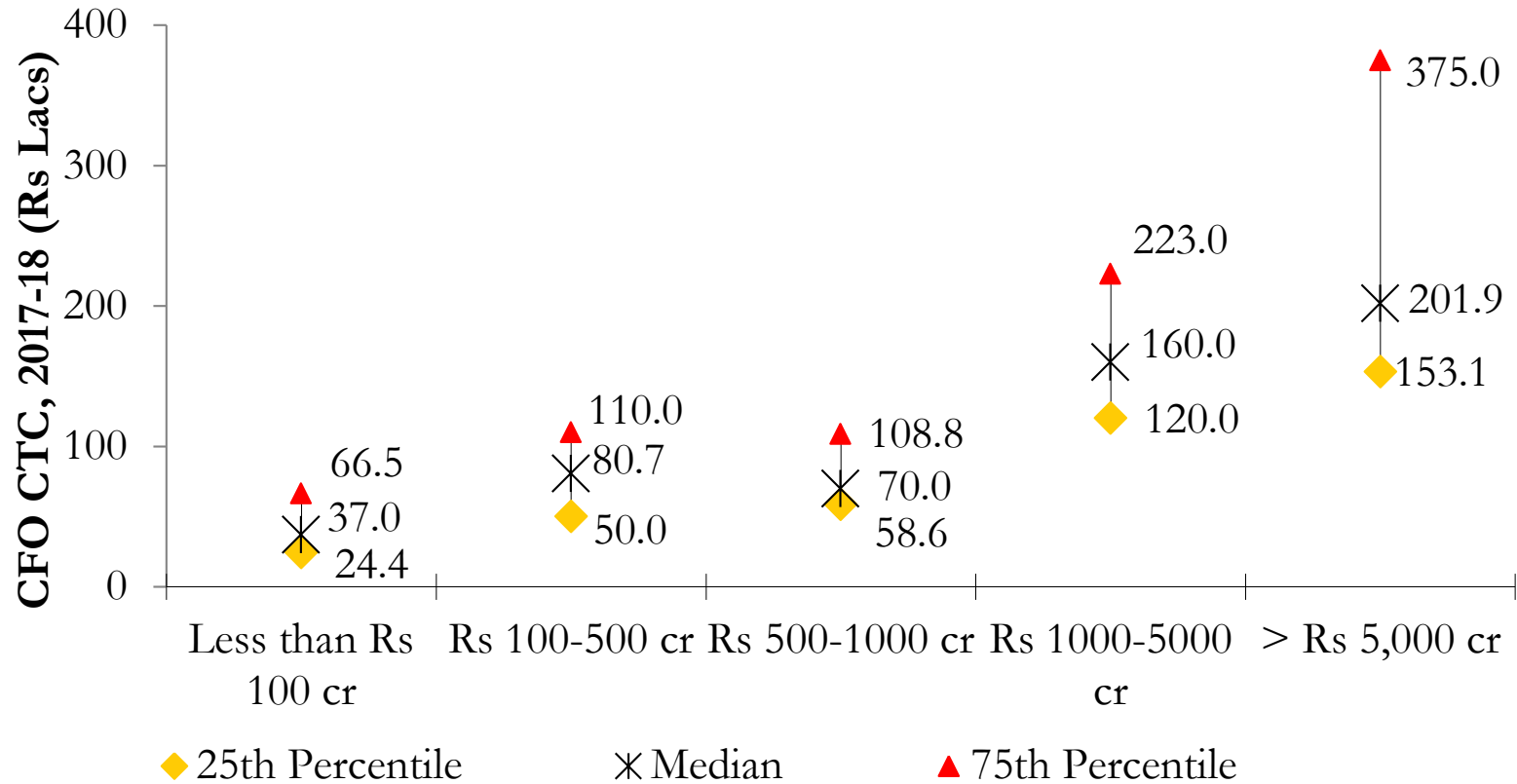
Total CTC, 2017-18: CFO/Director Finance, Sectoral



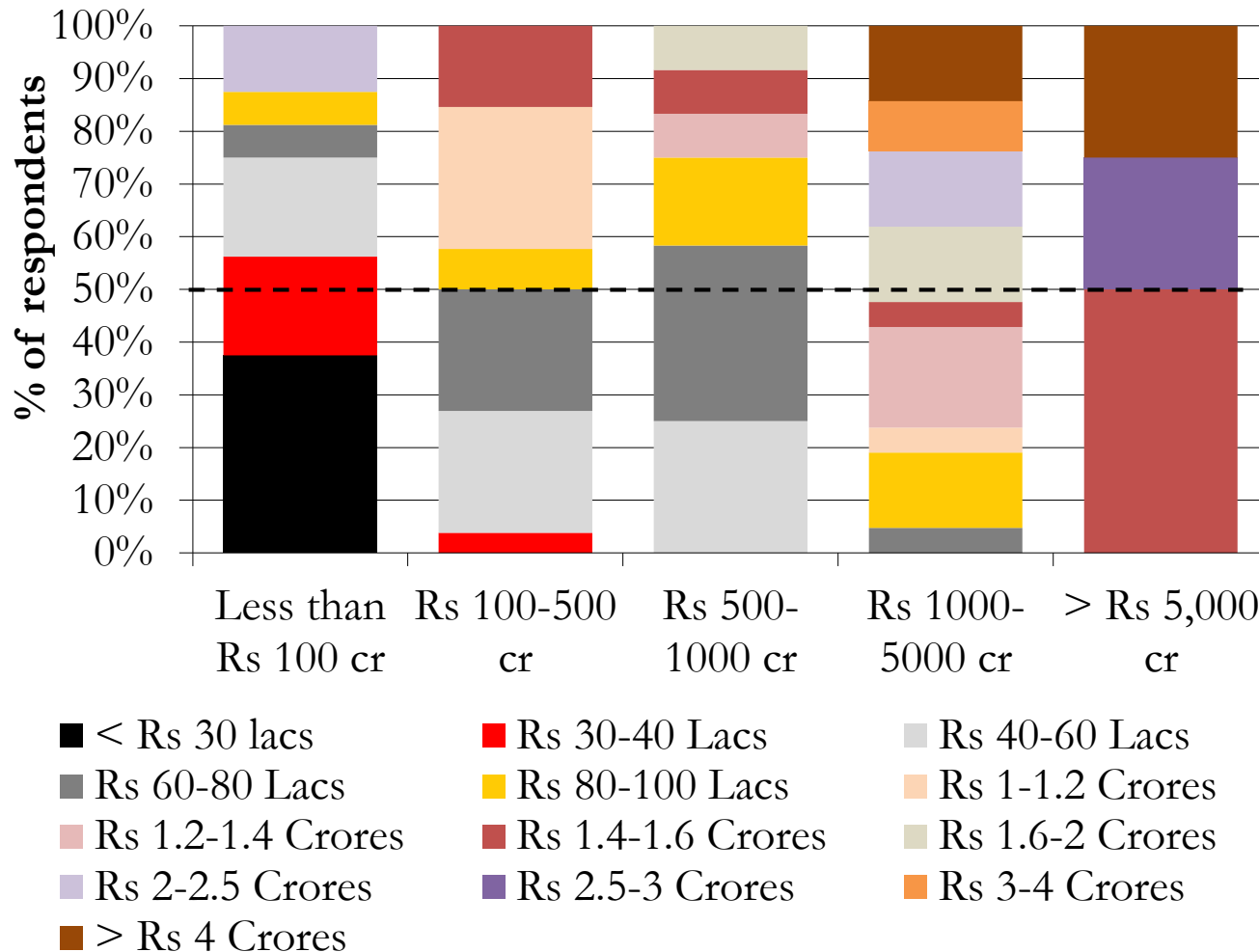
Total CTC, 2017-18: CFO/Director Finance, Sectoral



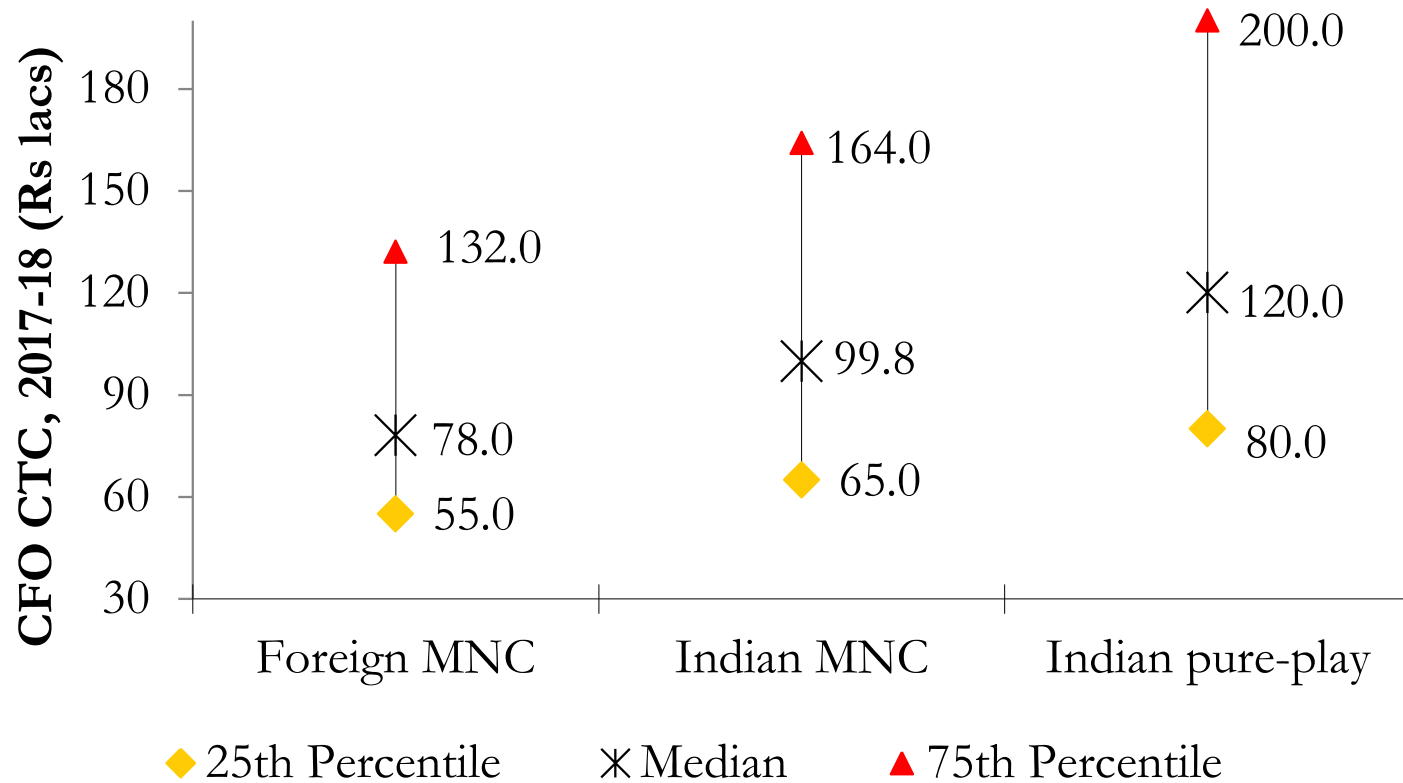
Total CTC, 2017-18: CFO/Director Finance, By company turnover



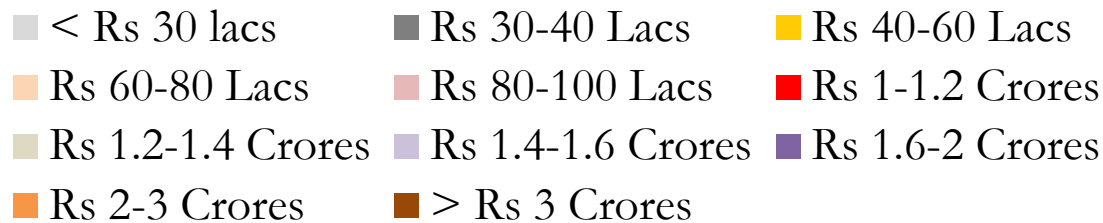
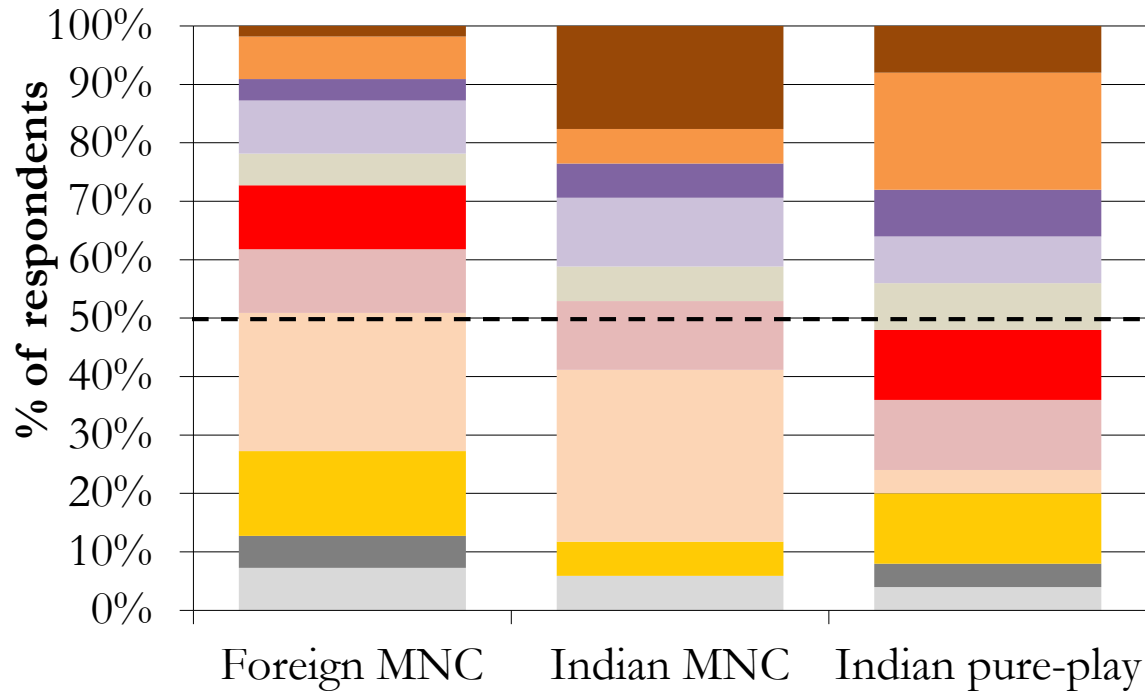
Total CTC, 2017-18: CFO/Director Finance, By company turnover



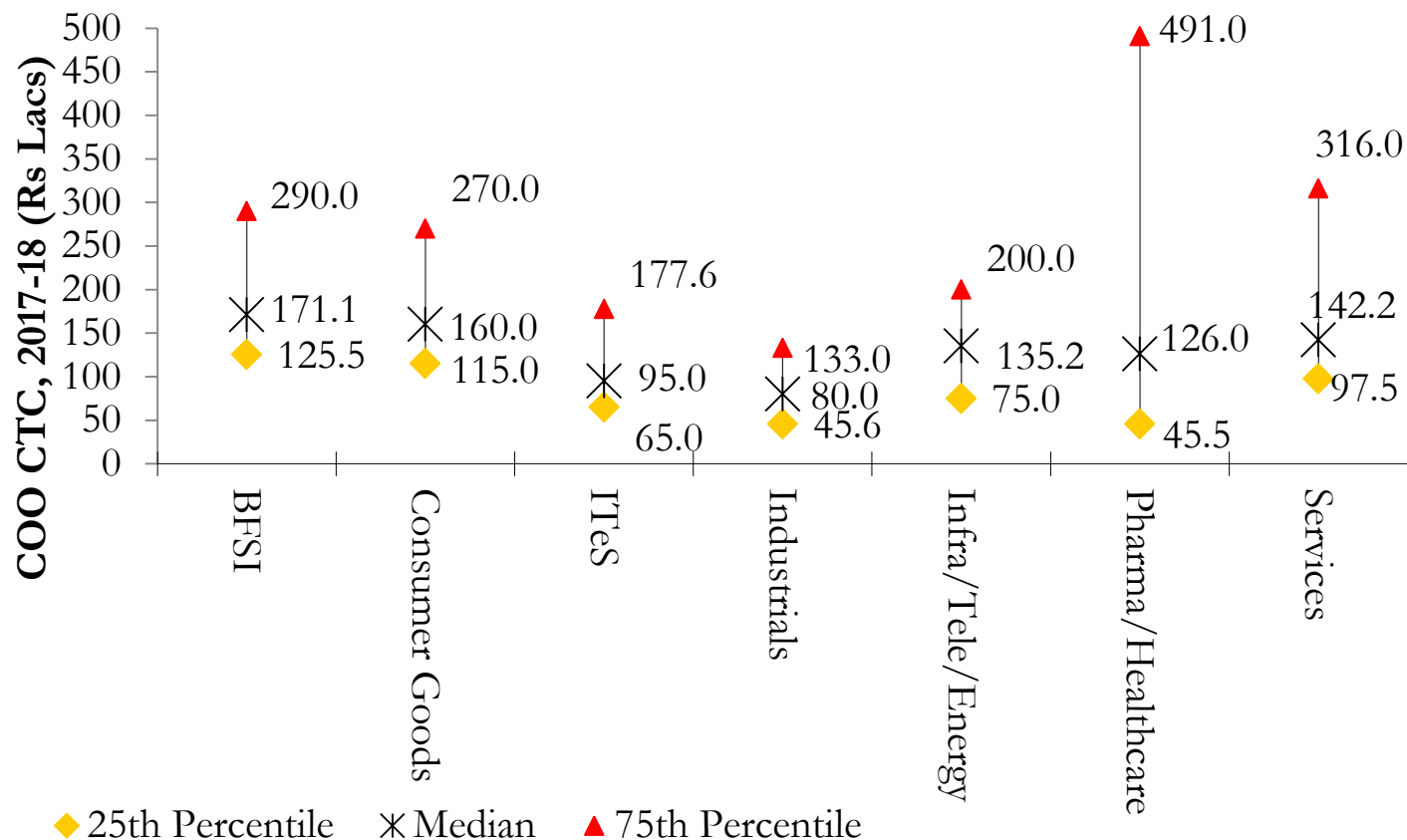
Total CTC, 2017-18: CFO/Director Finance, By company ownership



Total CTC, 2017-18: CFO/Director Finance, By company ownership

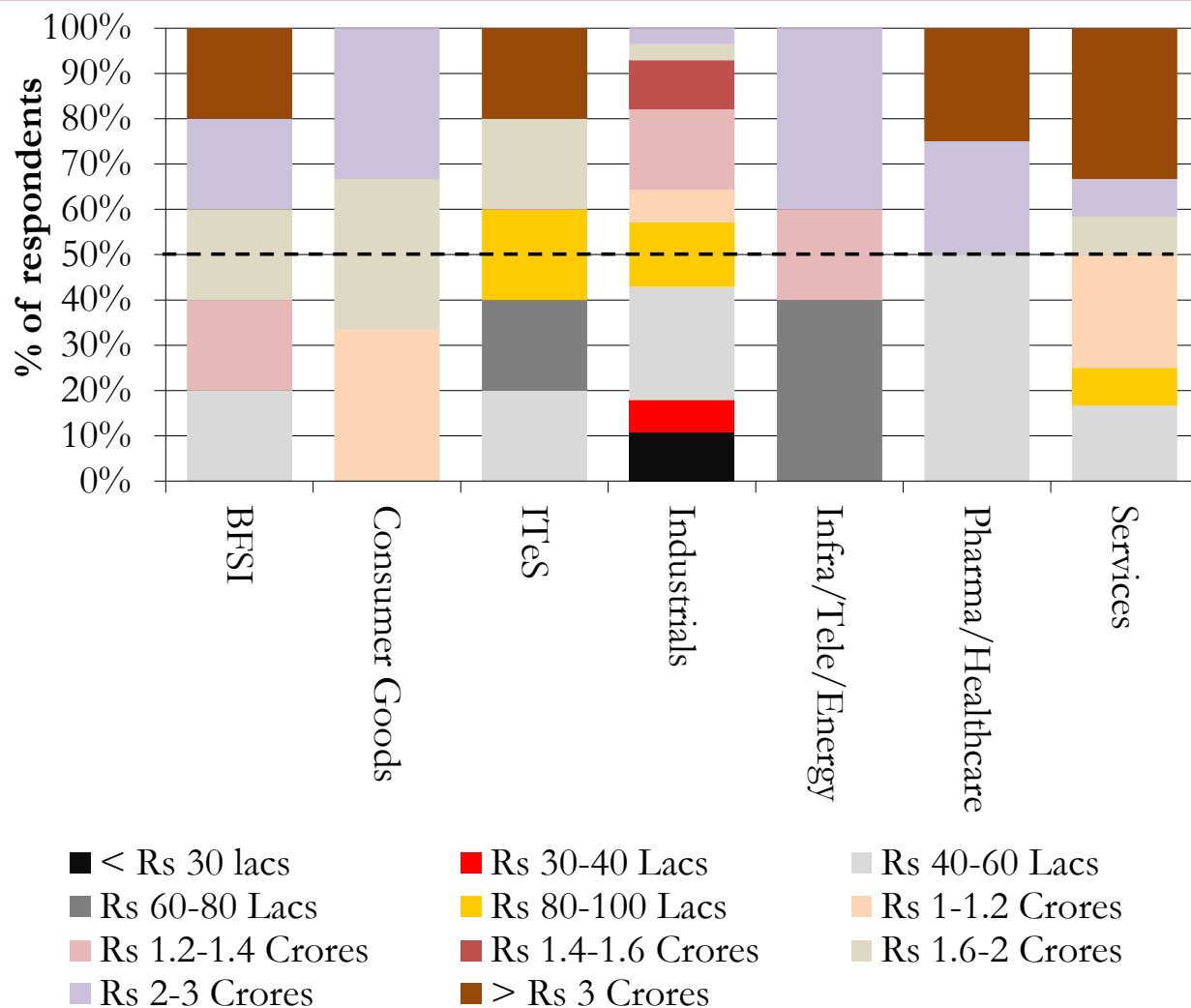


Total CTC, 2017-18: Chief Operating Officer, Sectoral



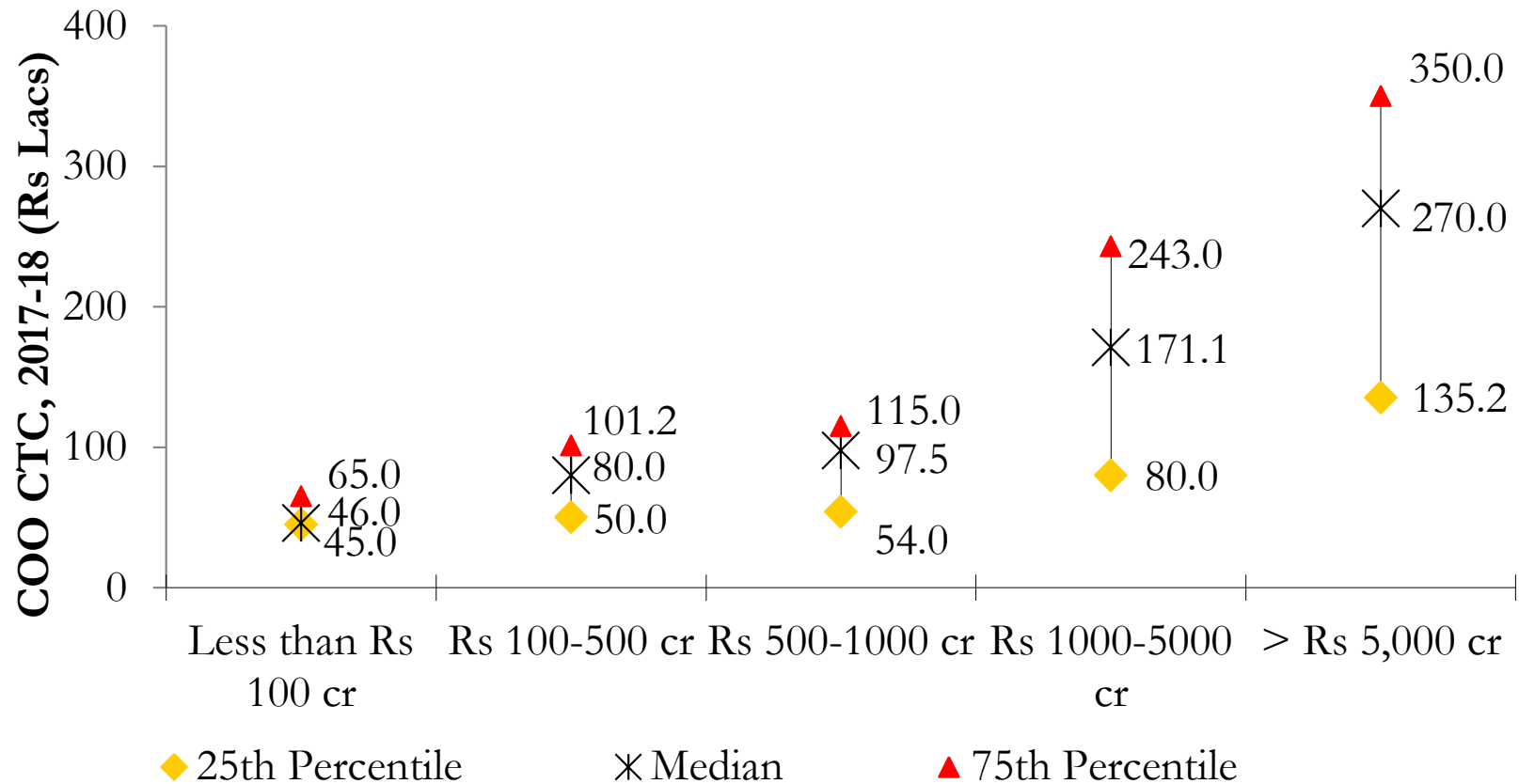
Note: Insufficient sample size for IT sector

Total CTC, 2017-18: Chief Operating Officer, Sectoral

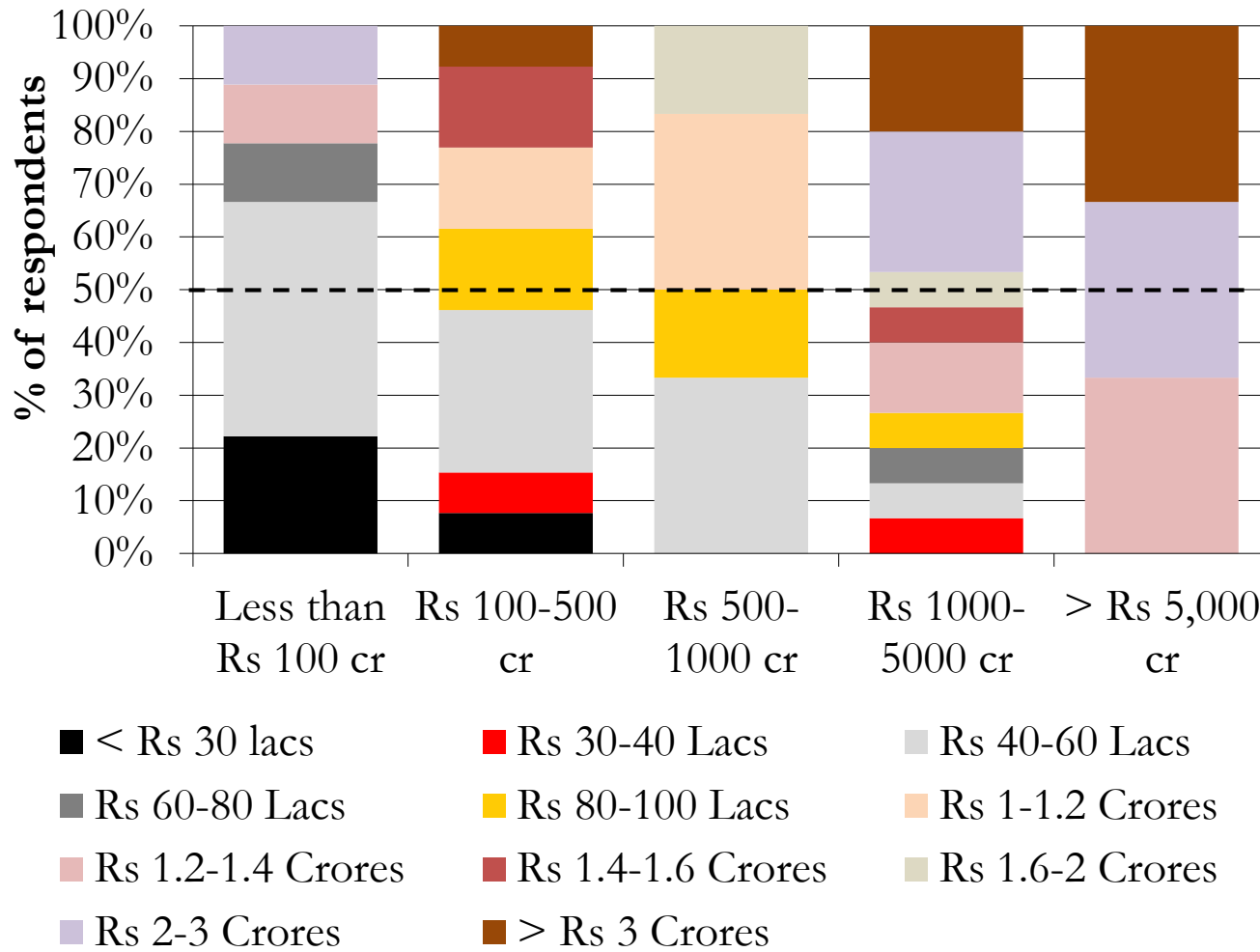


Note: Insufficient sample size for IT sector

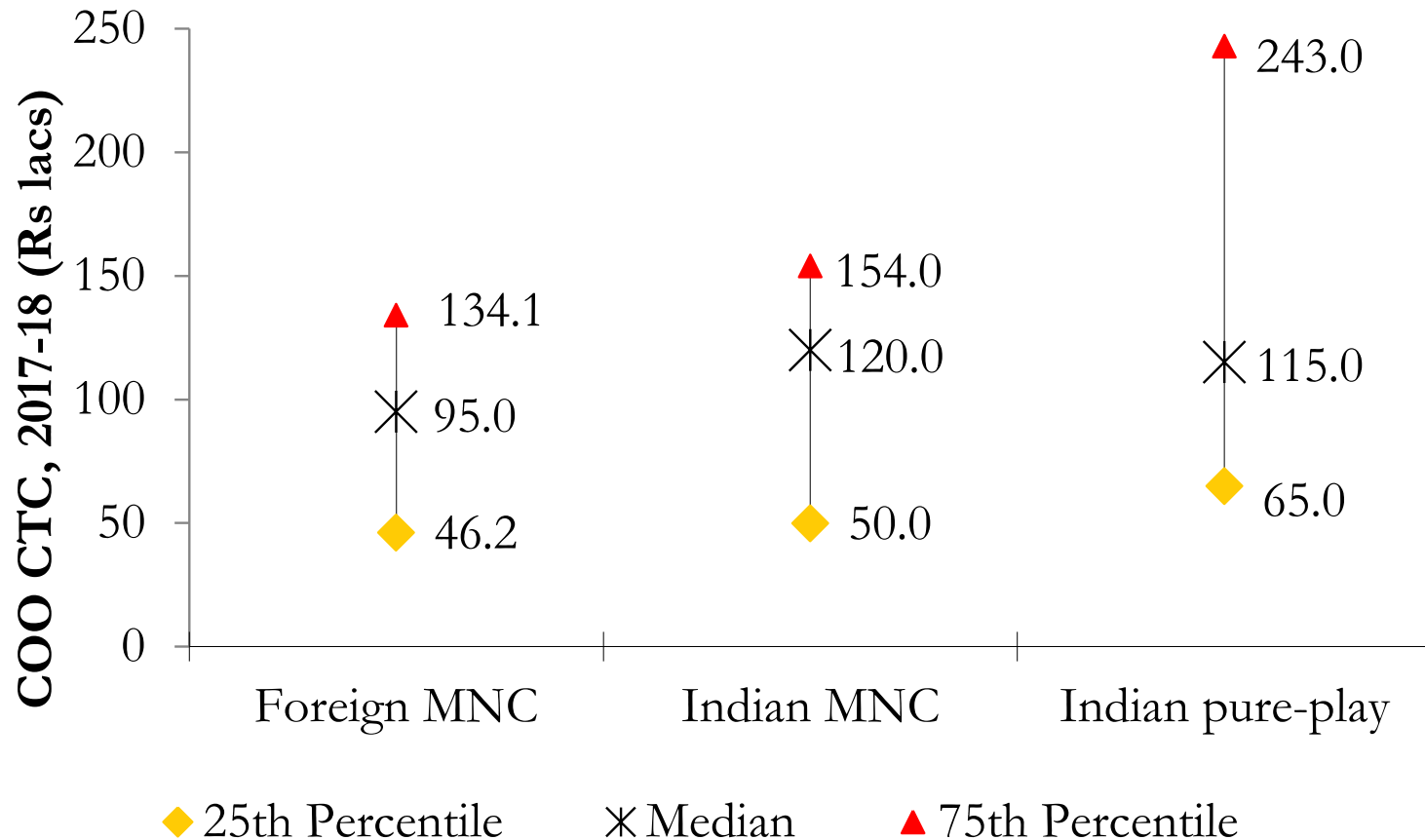
Total CTC, 2017-18: Chief Operating Officer, By company turnover



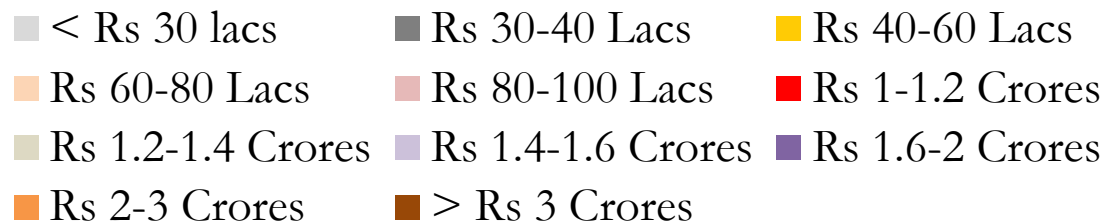
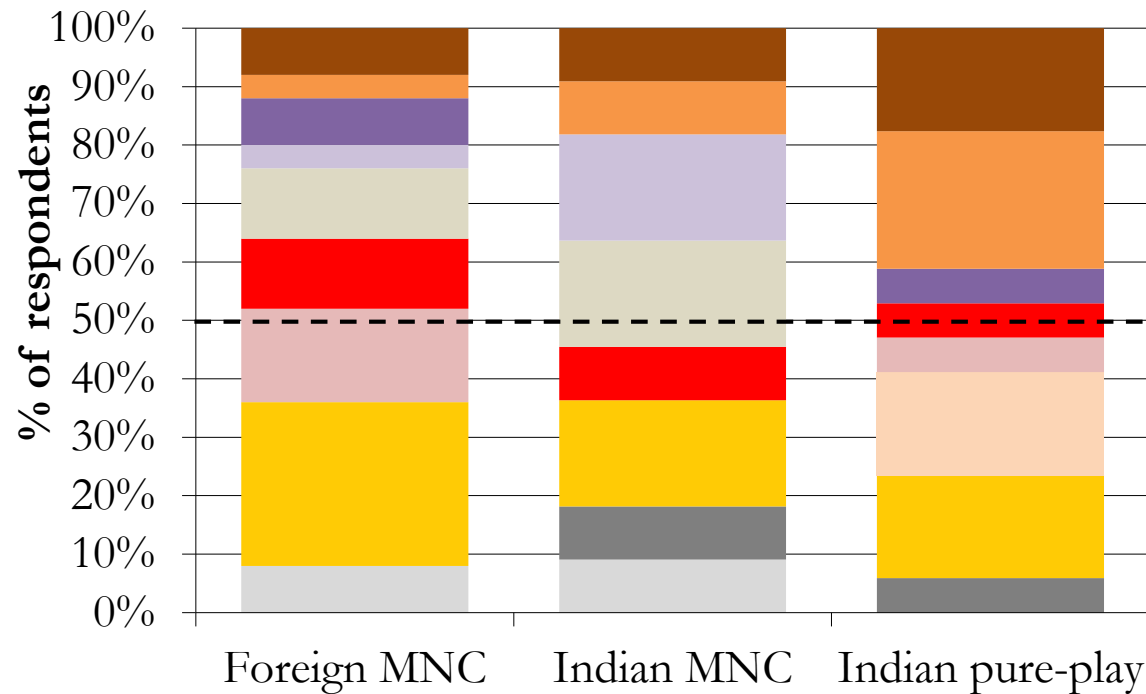
Total CTC, 2017-18: Chief Operating Officer, By company turnover



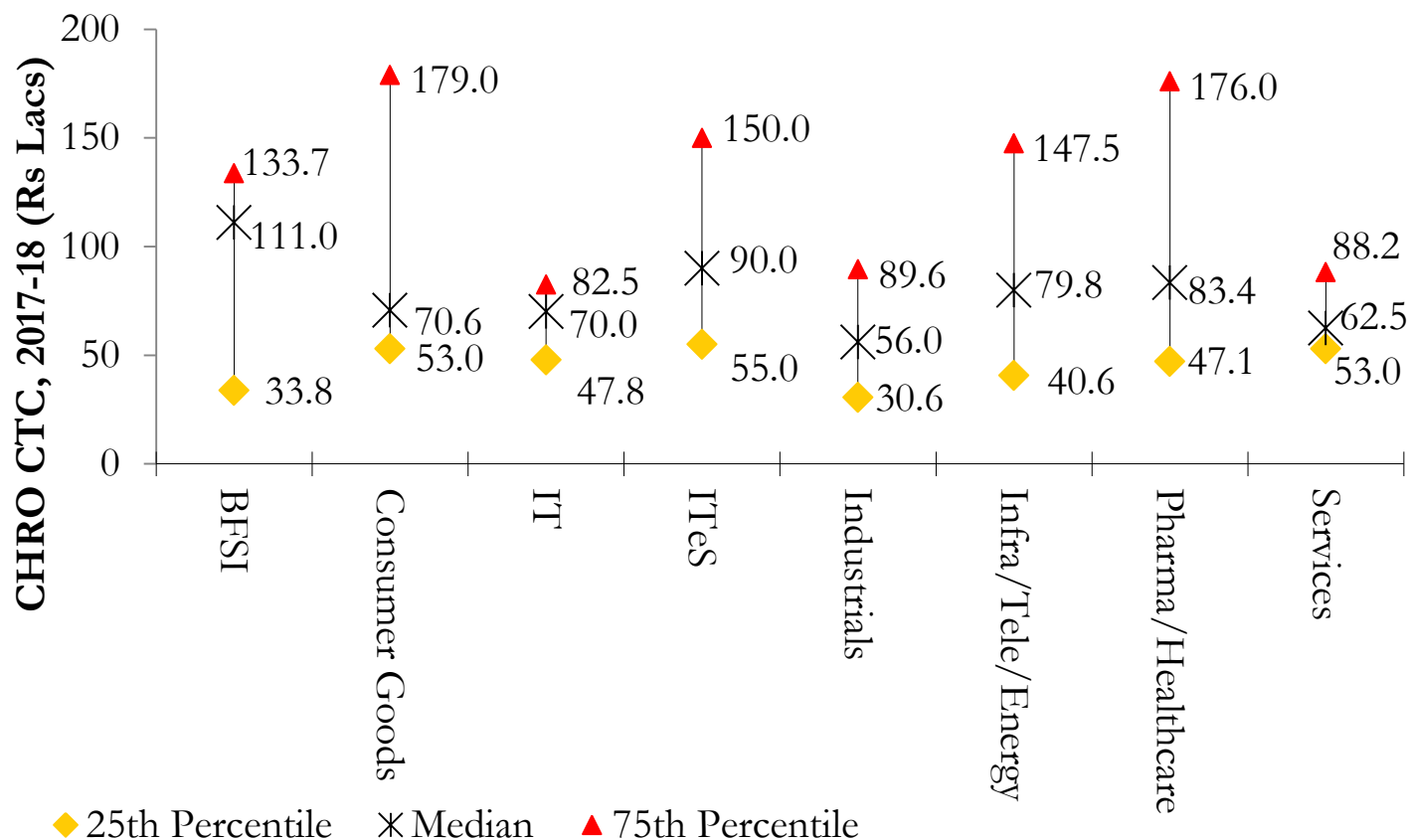
Total CTC, 2017-18: Chief Operating Officer, By company ownership



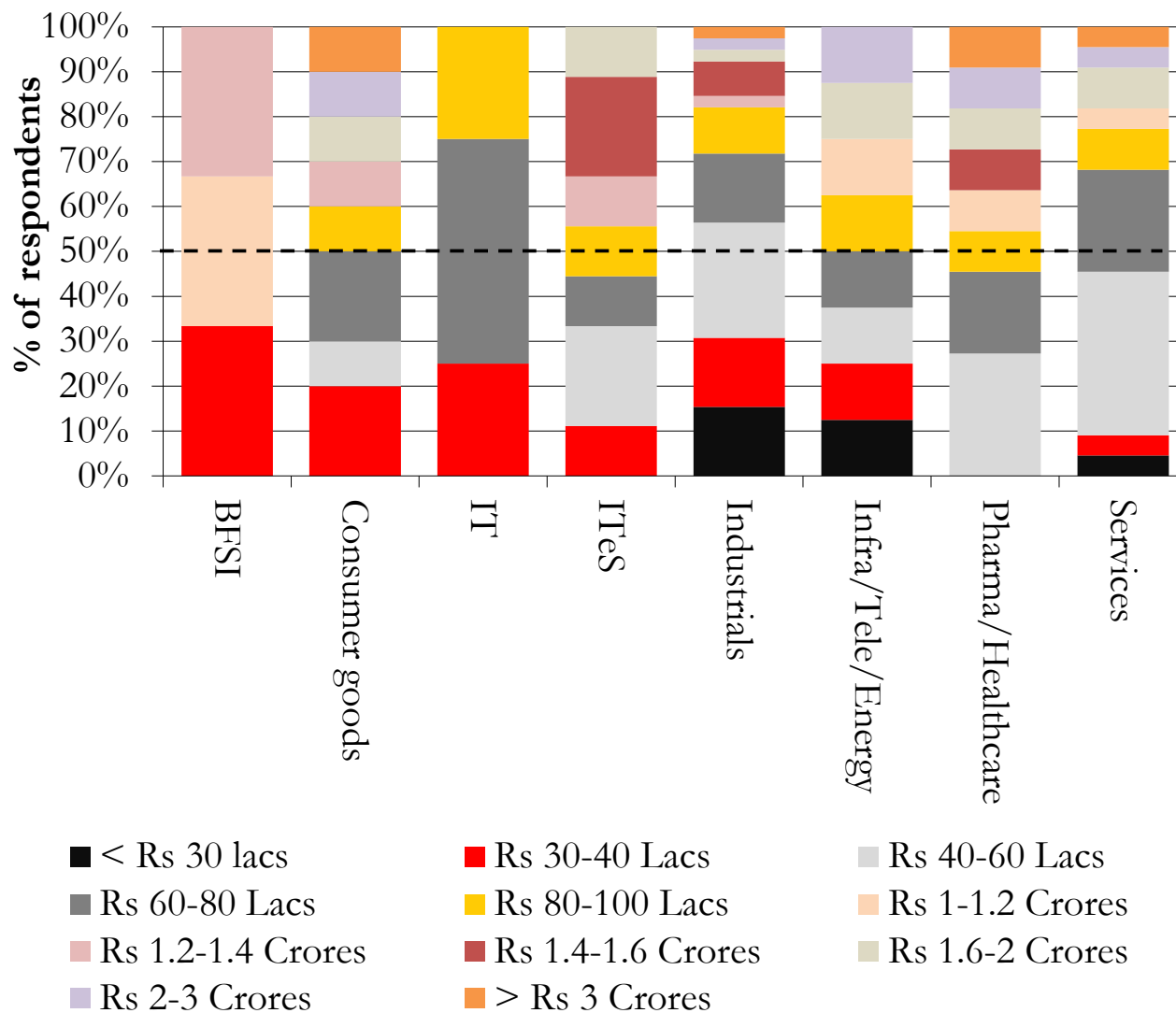
Total CTC, 2017-18: Chief Operating Officer, By company ownership



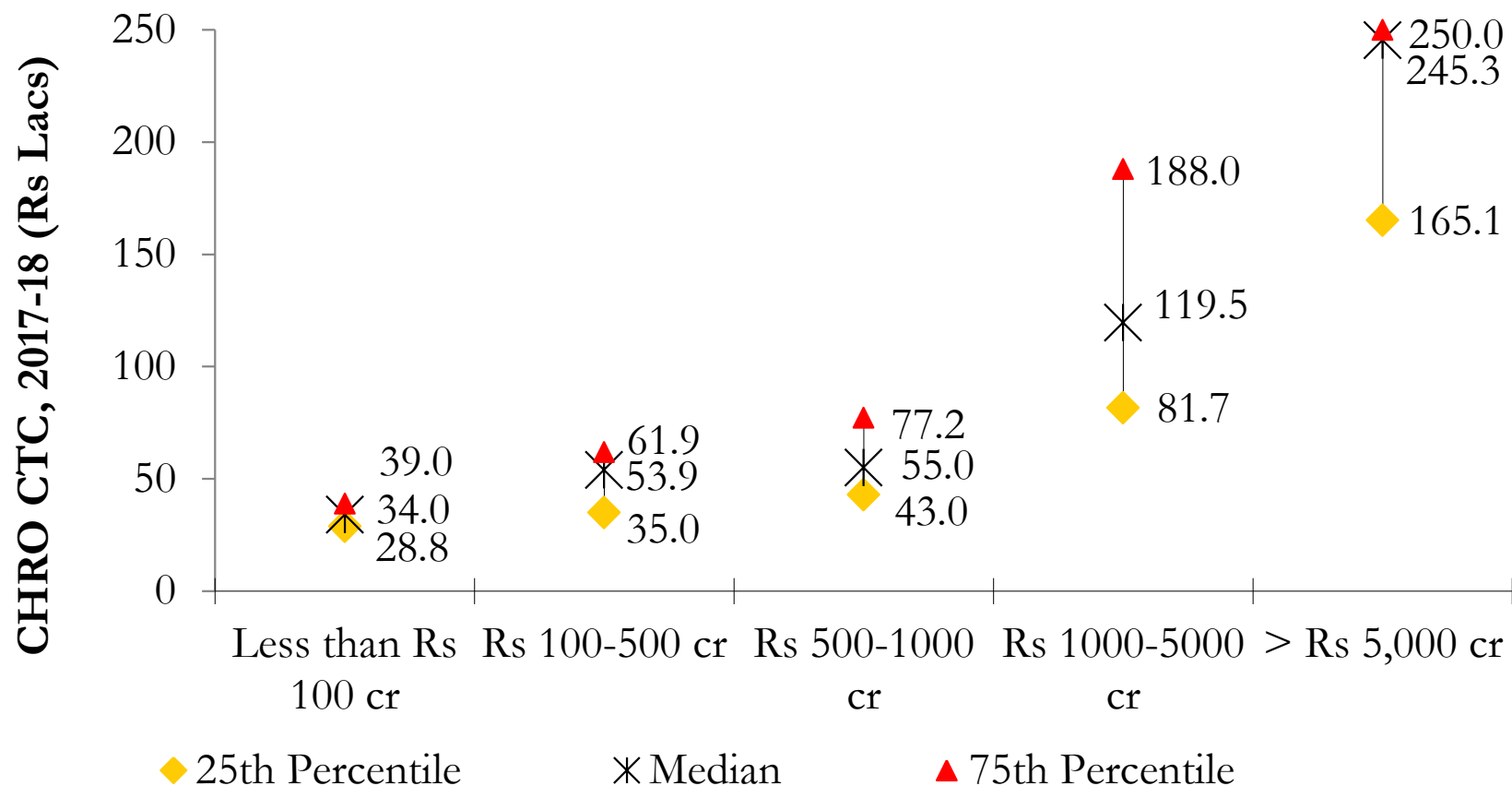
Total CTC, 2017-18: HR Head, Sectoral



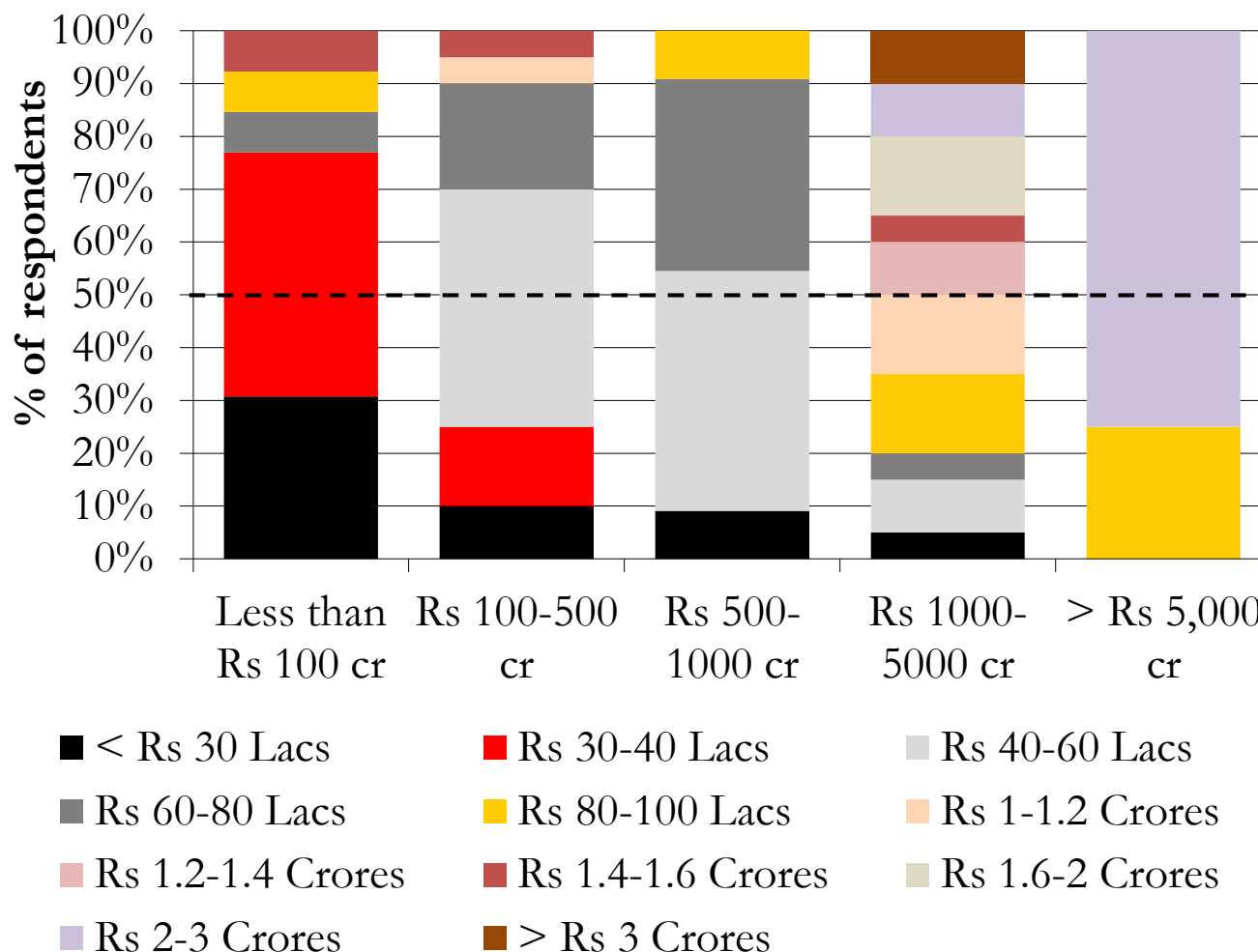
Total CTC, 2017-18: HR Head, Sectoral



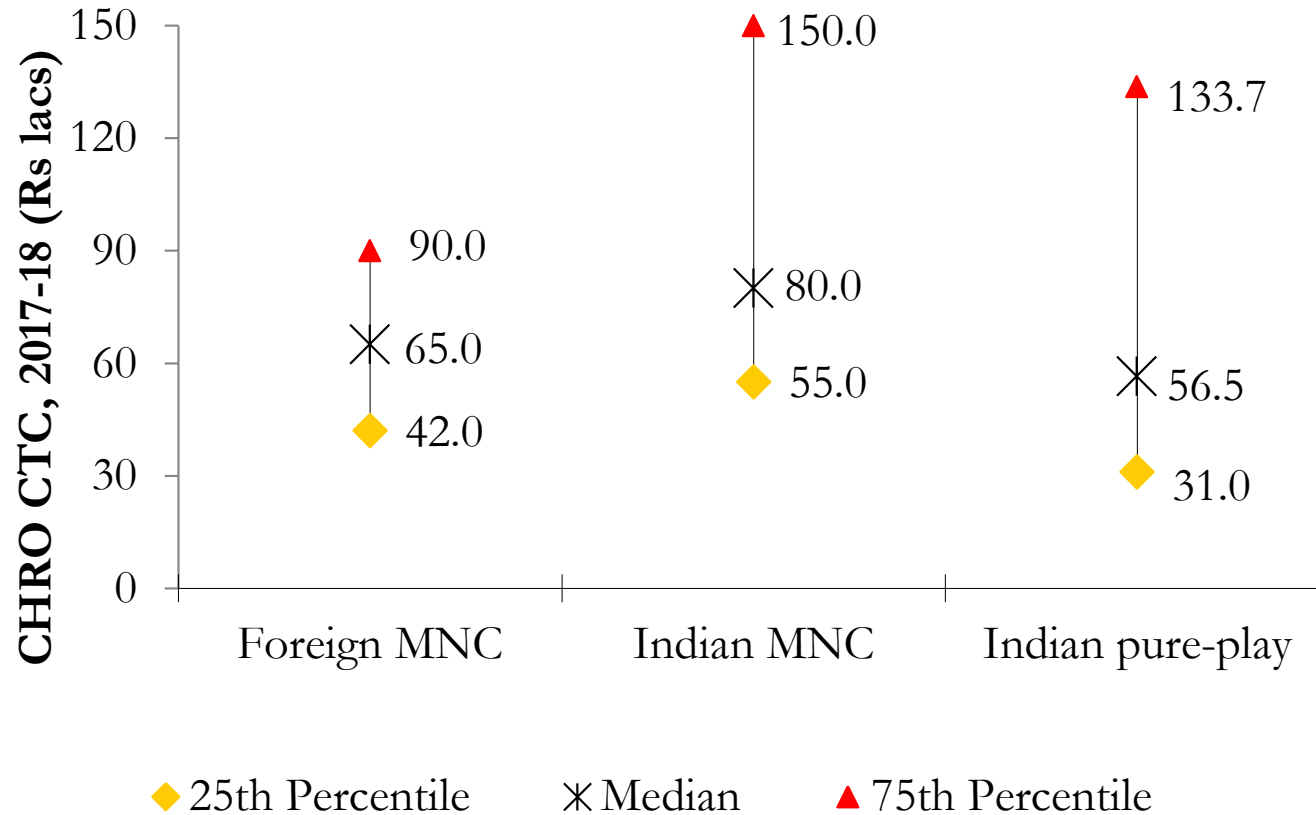
Total CTC, 2017-18: HR Head, By company turnover



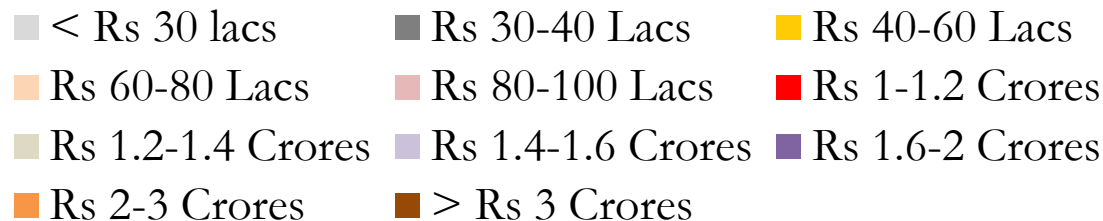
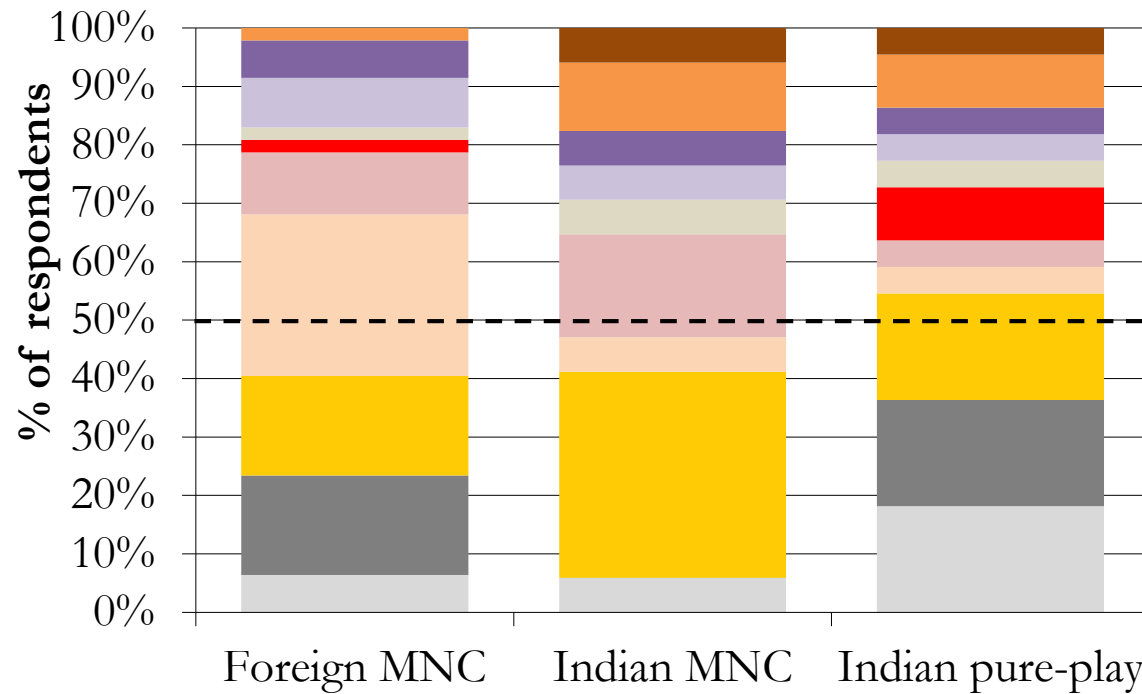
Total CTC, 2017-18: HR Head, By company turnover



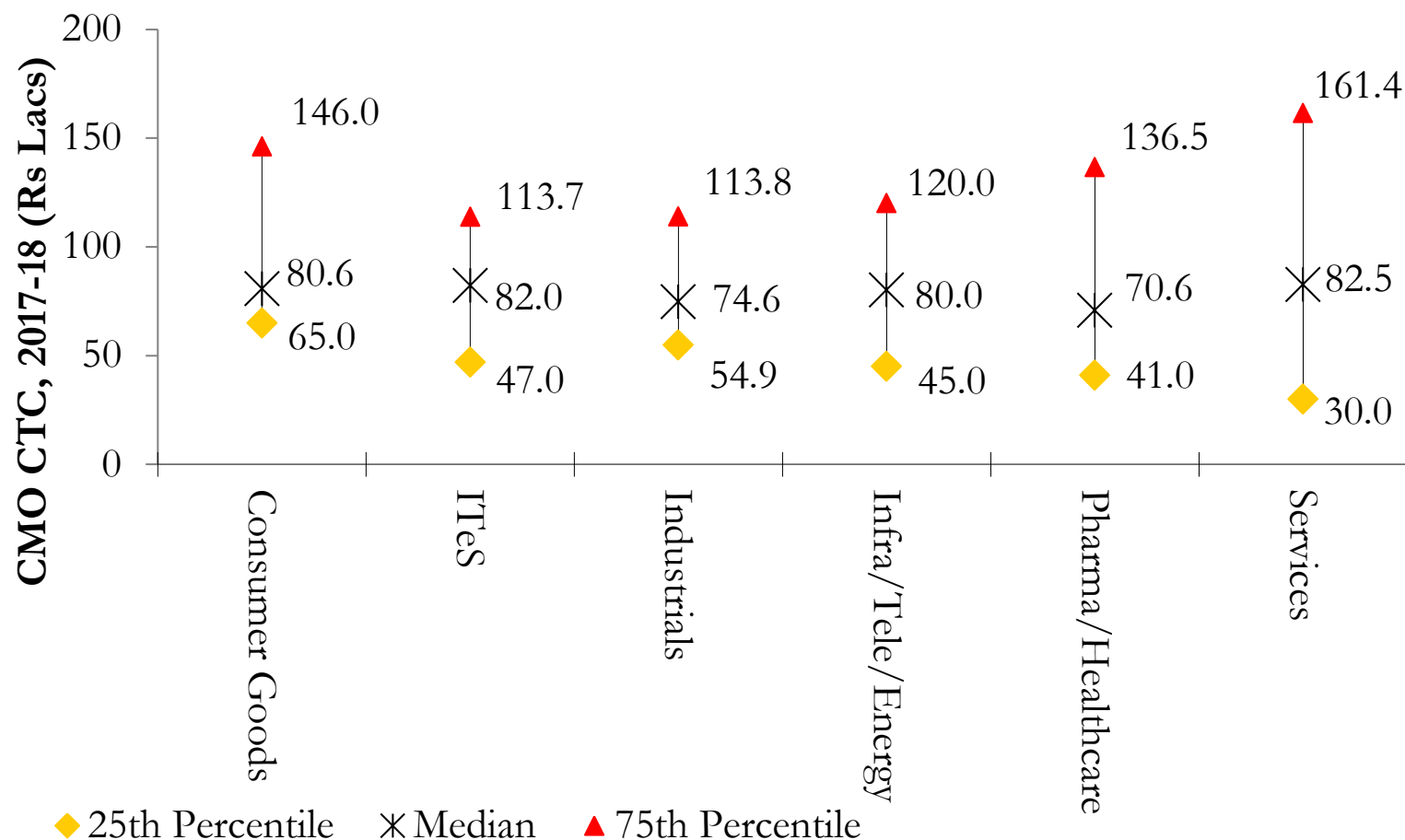
Total CTC, 2017-18: HR Head, By company ownership



Total CTC, 2017-18: HR Head, By company ownership

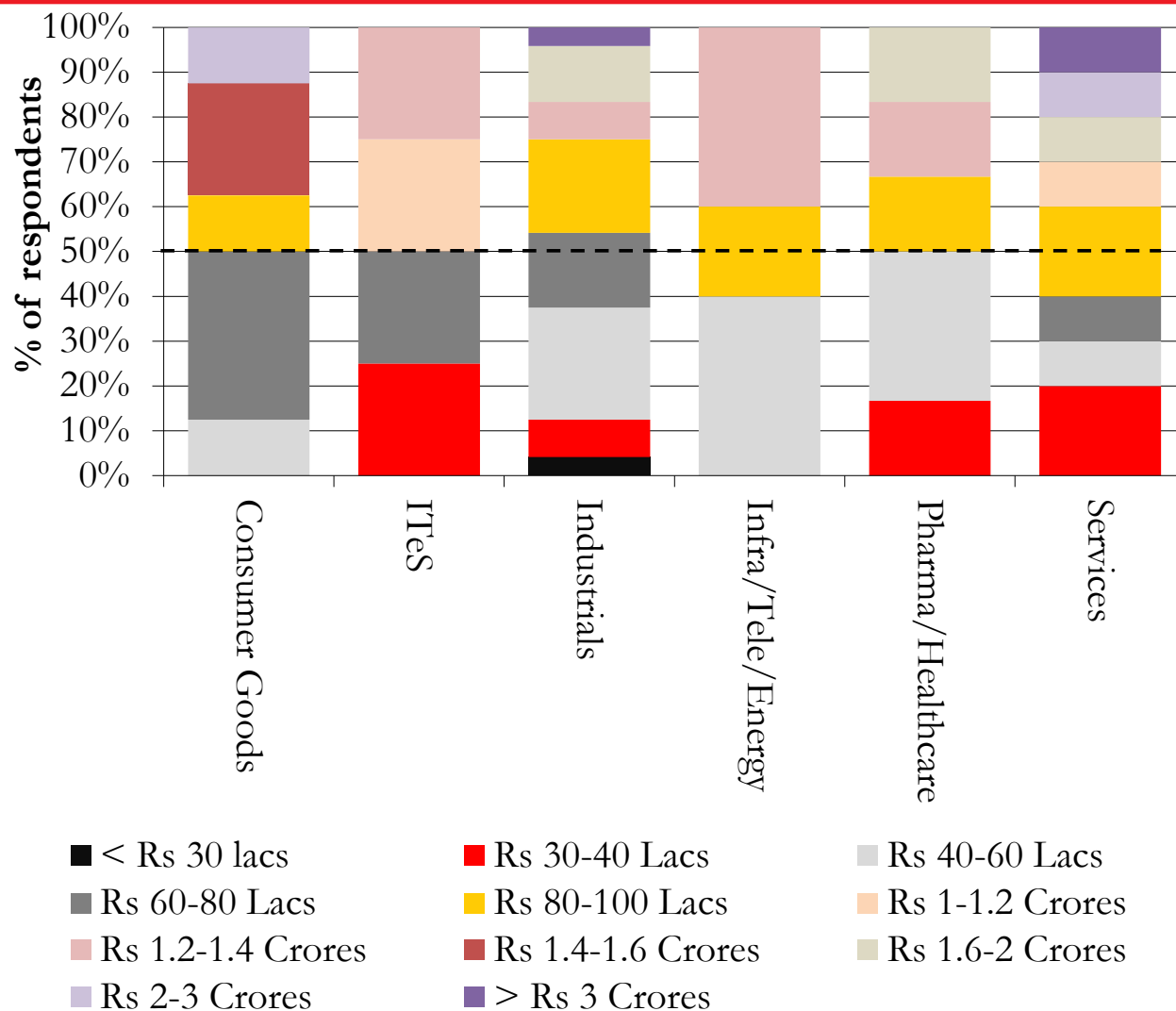


Total CTC, 2017-18: Chief Marketing Officer, Sectoral



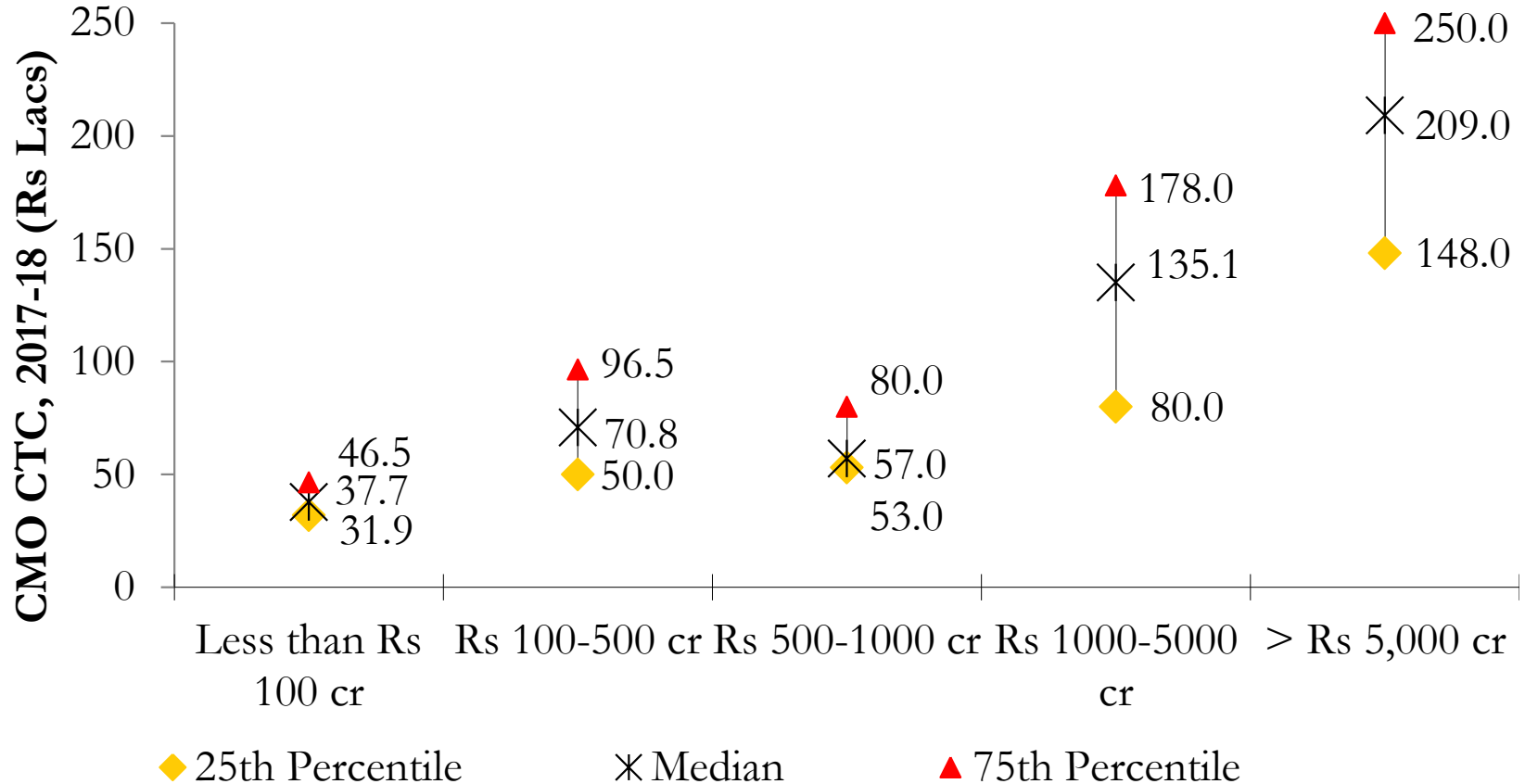
Note: Insufficient sample size for BFSI and IT

Total CTC, 2017-18: Chief Marketing Officer, Sectoral

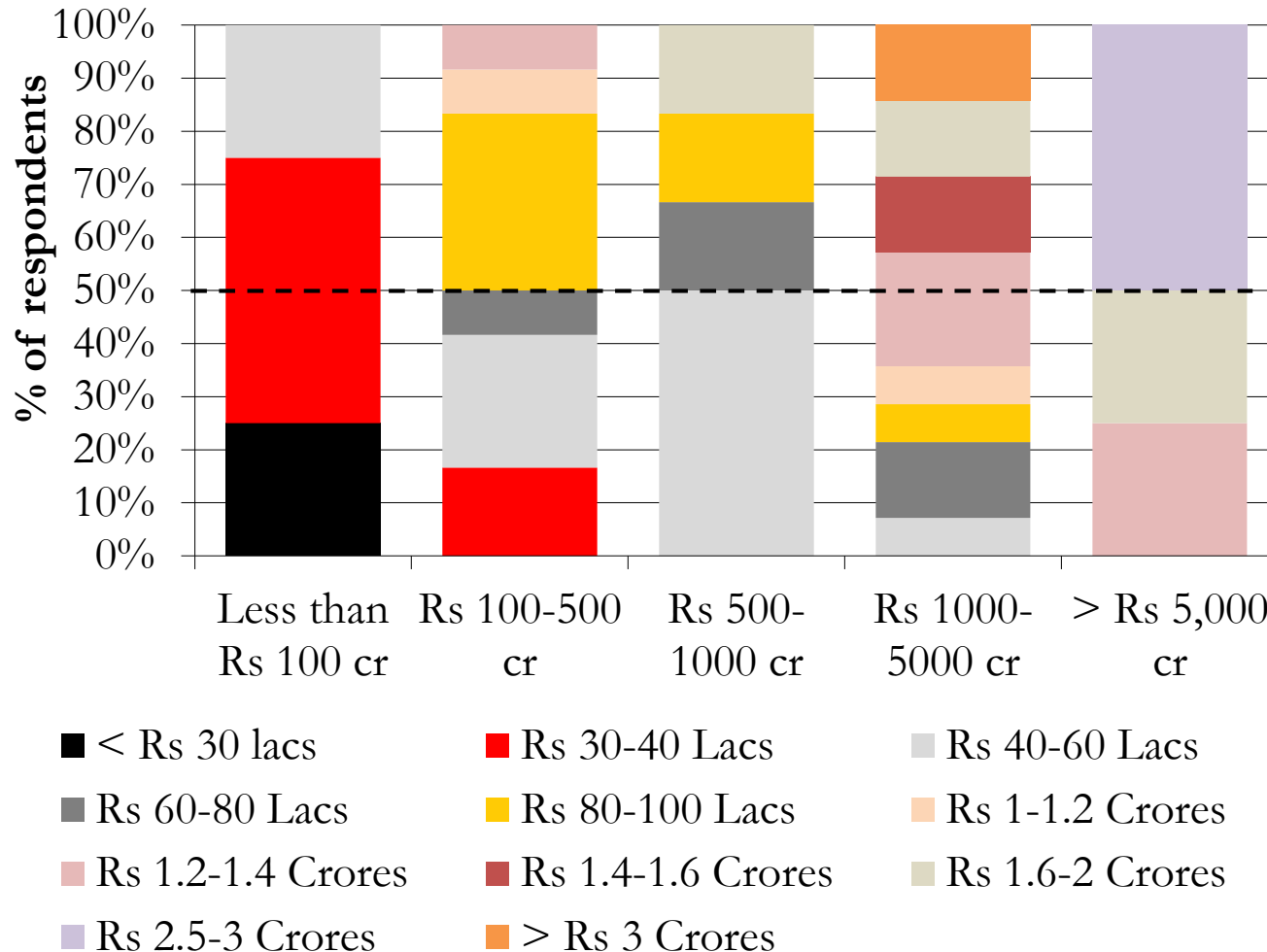


Note: Insufficient sample size for BFSI and IT

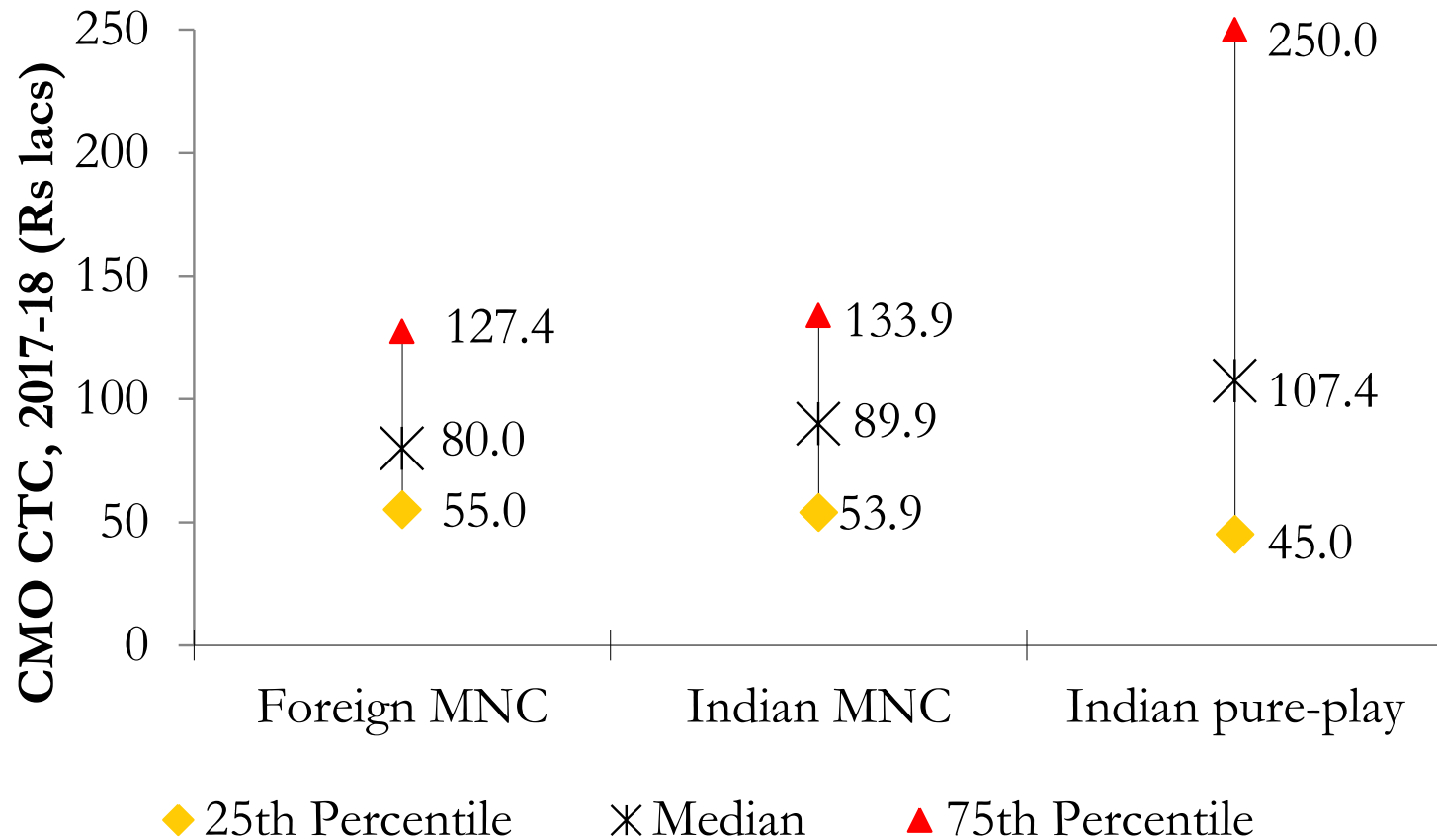
Total CTC, 2017-18: Chief Marketing Officer, By company turnover



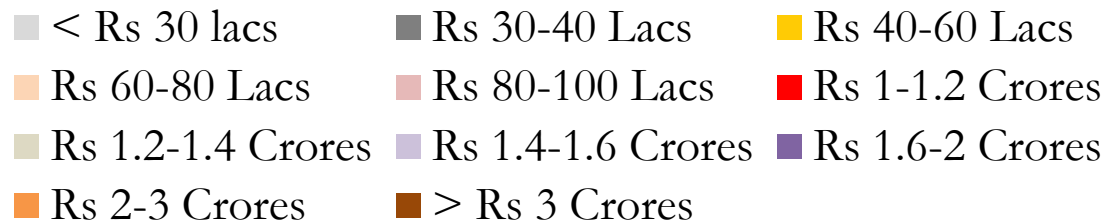
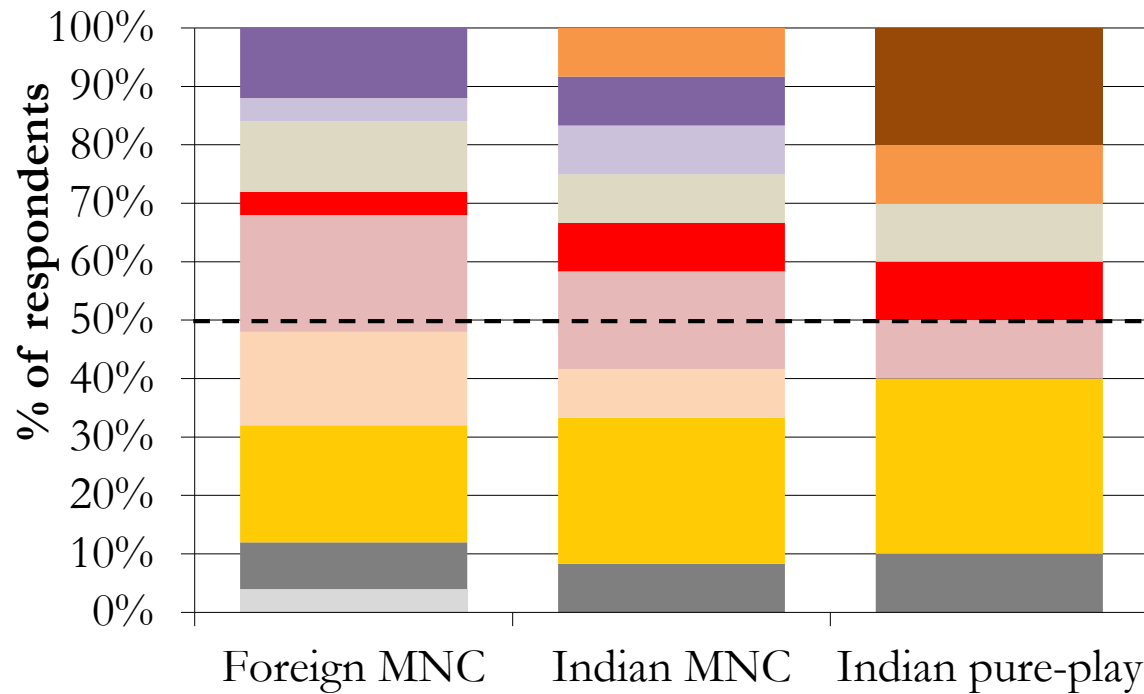
Total CTC, 2017-18: Chief Marketing Officer, By company turnover



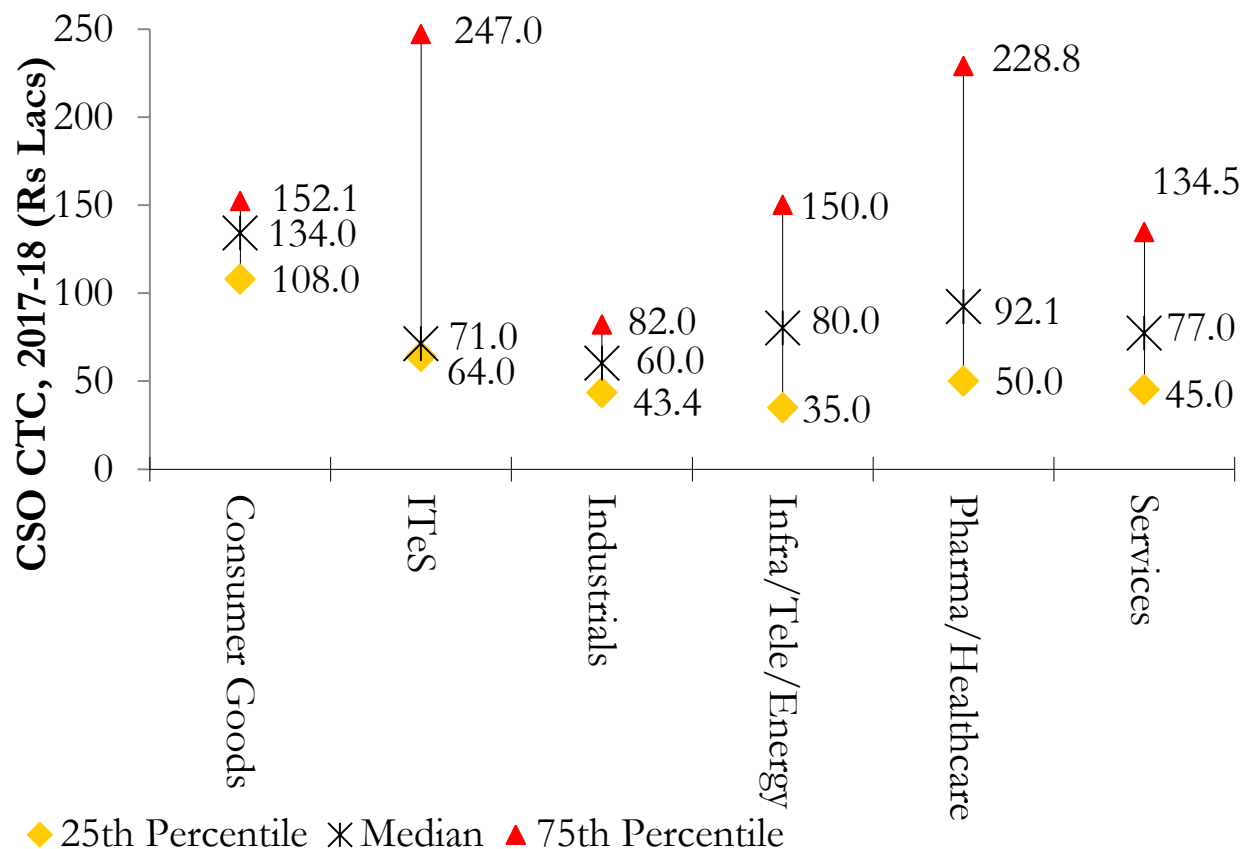
Total CTC, 2017-18: Chief Marketing Officer, By company ownership



Total CTC, 2017-18: Chief Marketing Officer, By company ownership

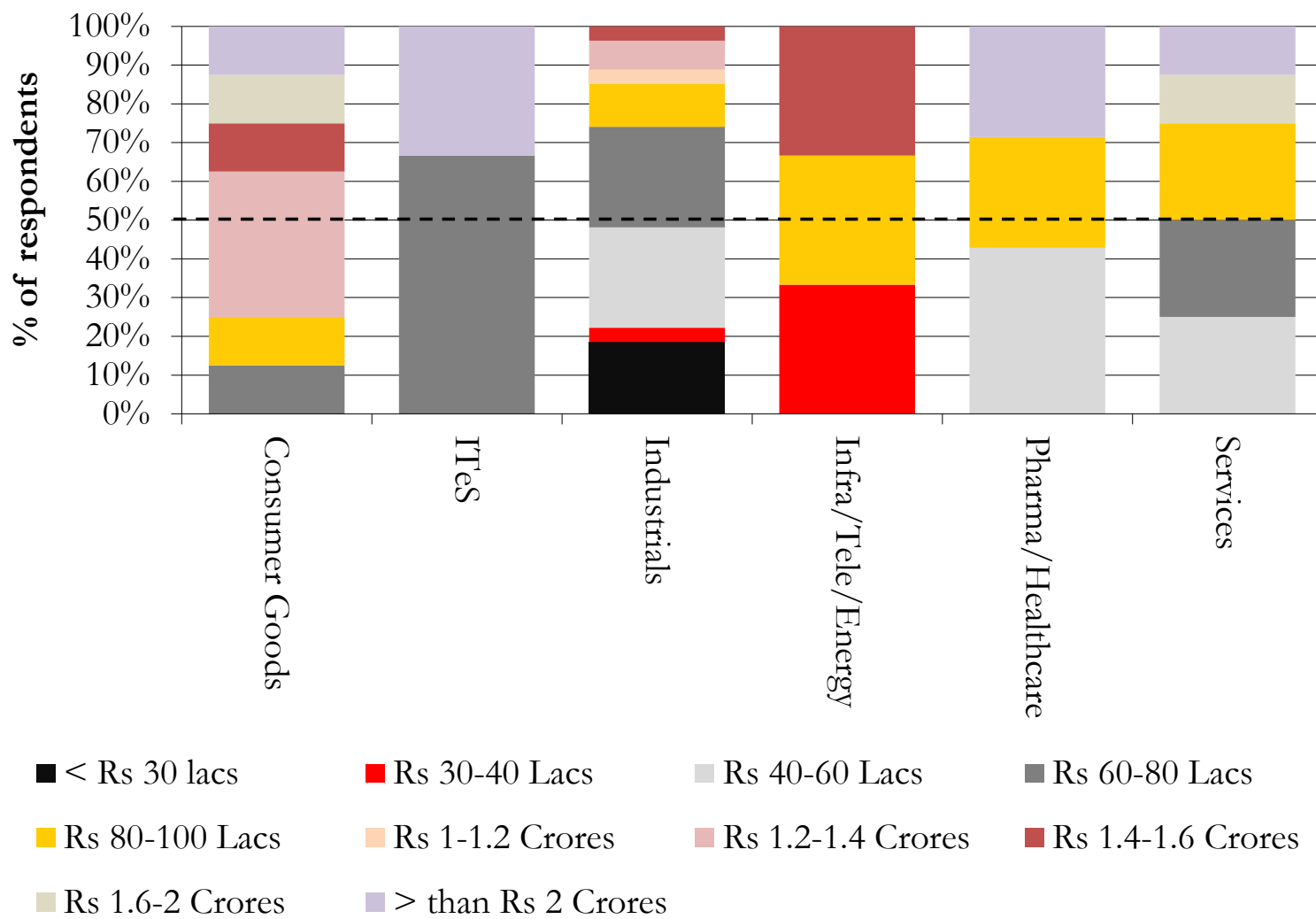


Total CTC, 2017-18: Chief Sales Officer, Sectoral



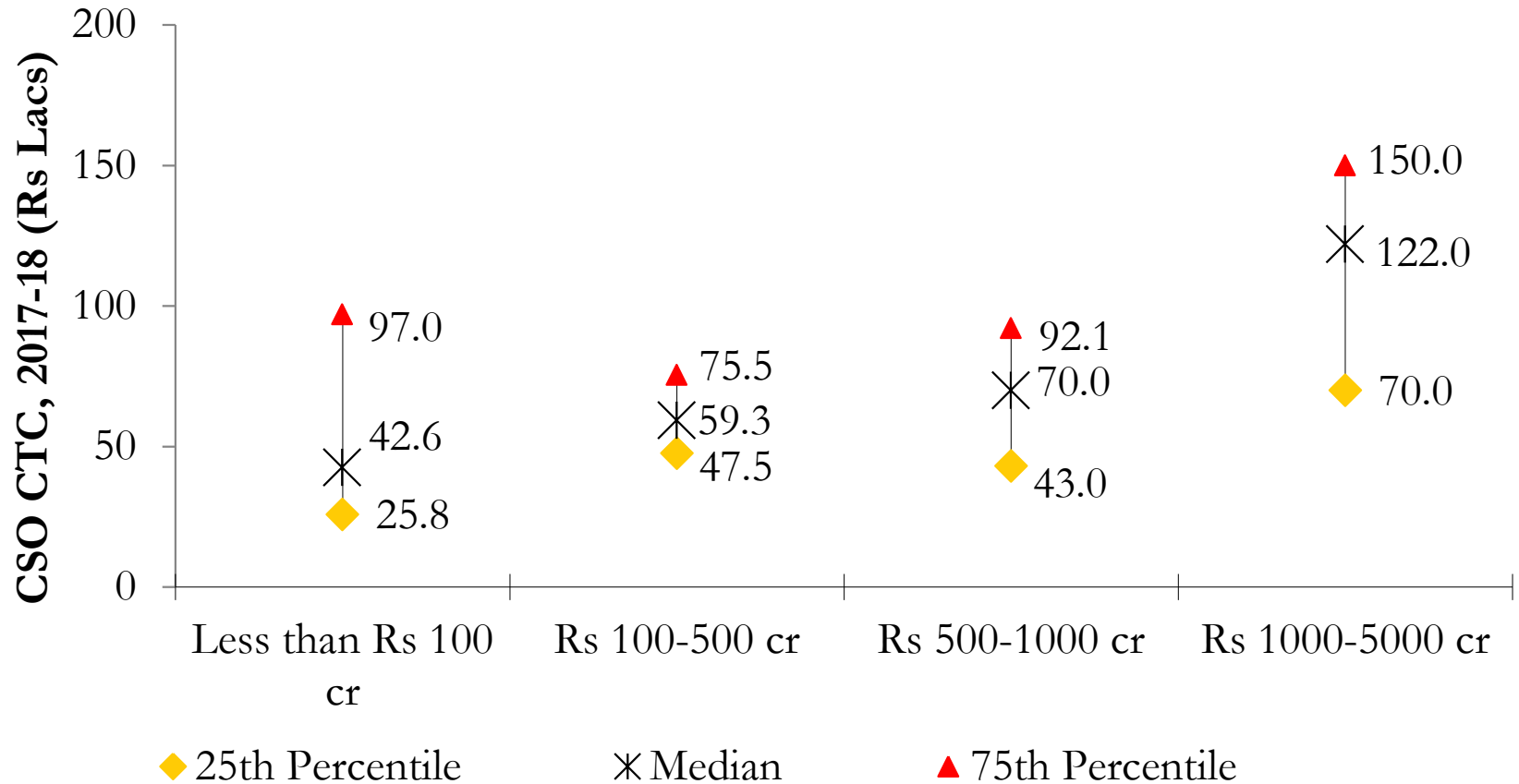
Insufficient sample size for IT and BFSI sectors

Total CTC, 2017-18: Chief Sales Officer, Sectoral

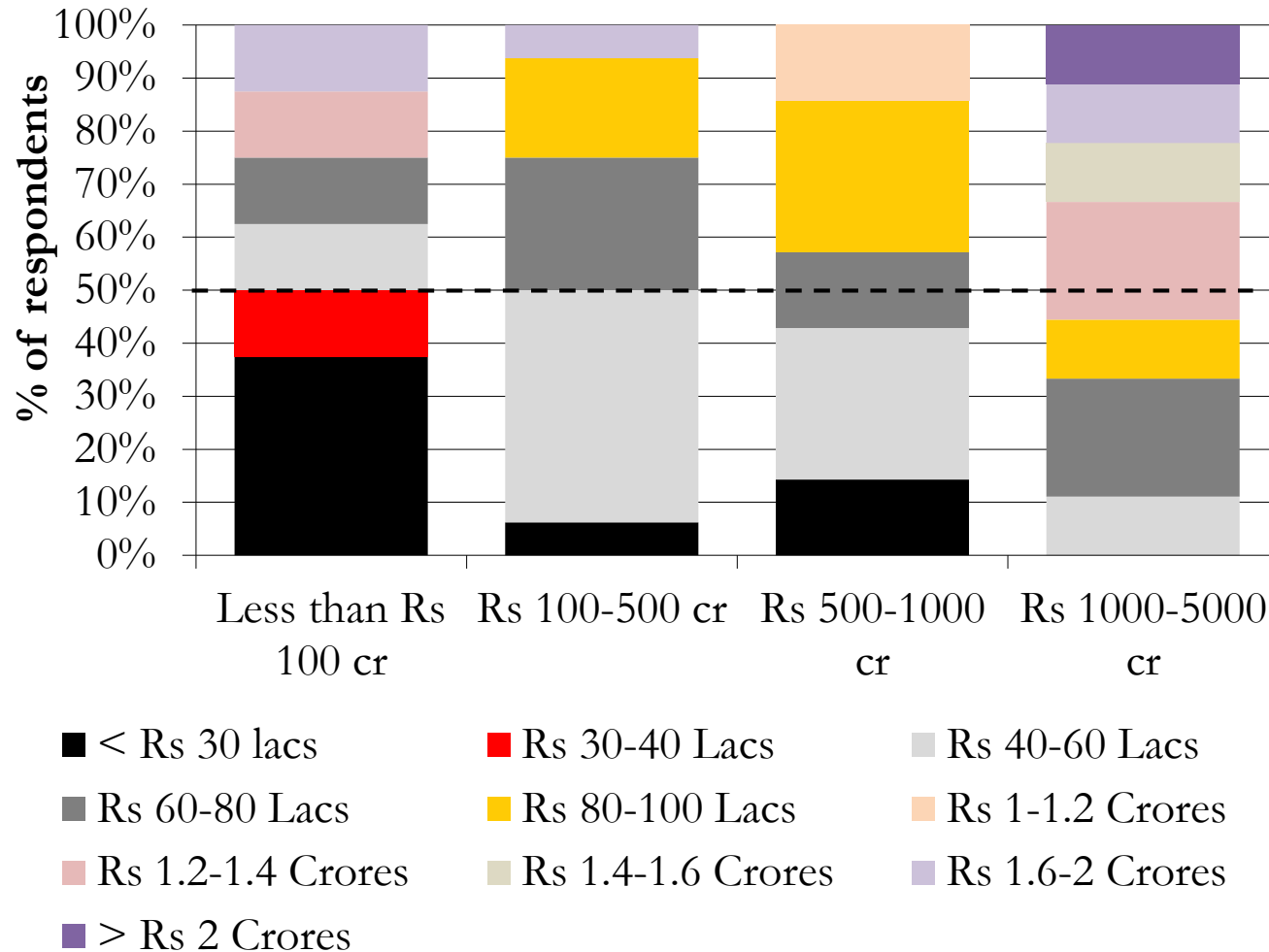


Insufficient sample size for IT and BFSI sectors

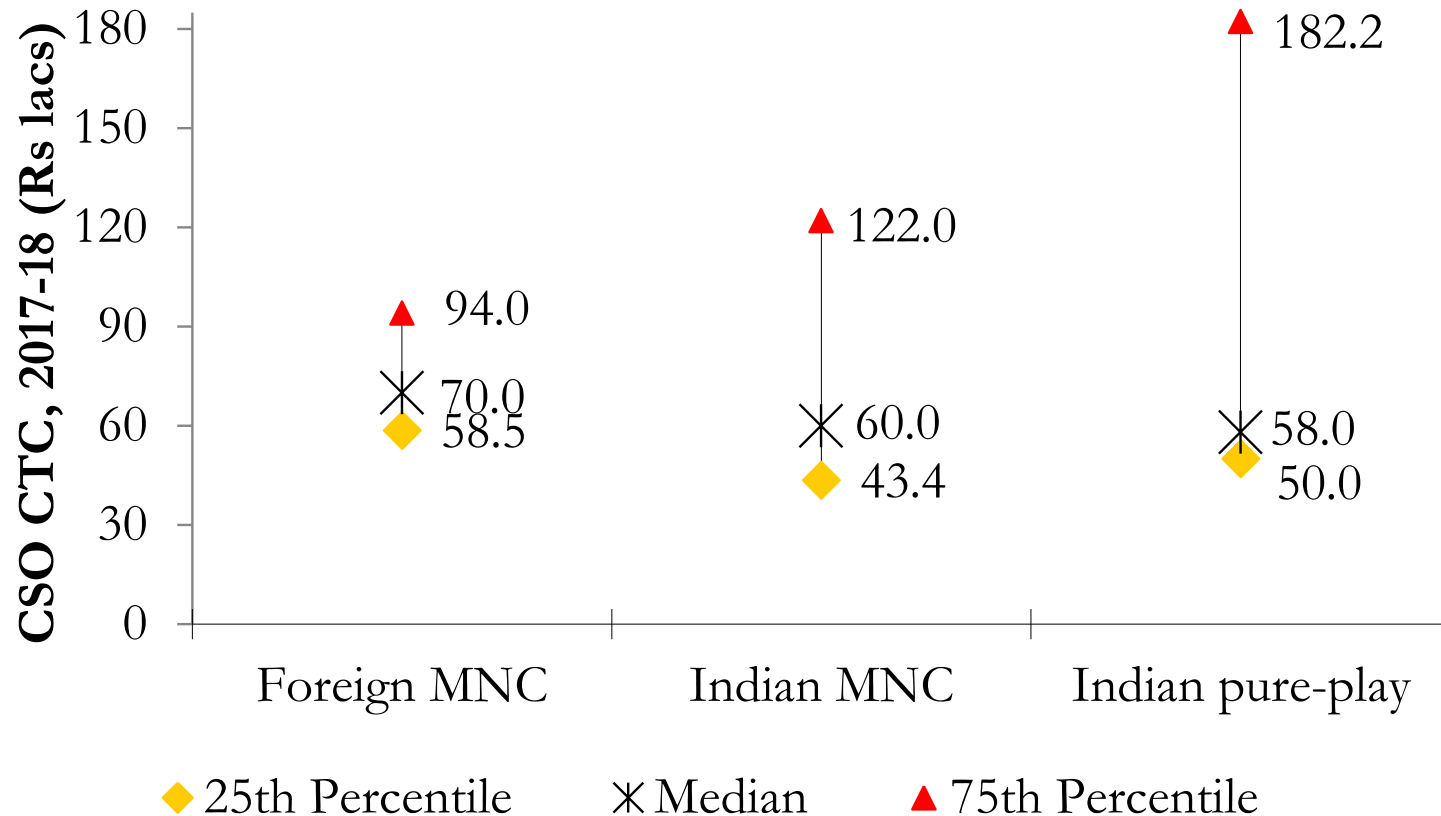
Total CTC, 2017-18: Chief Sales Officer, By company turnover



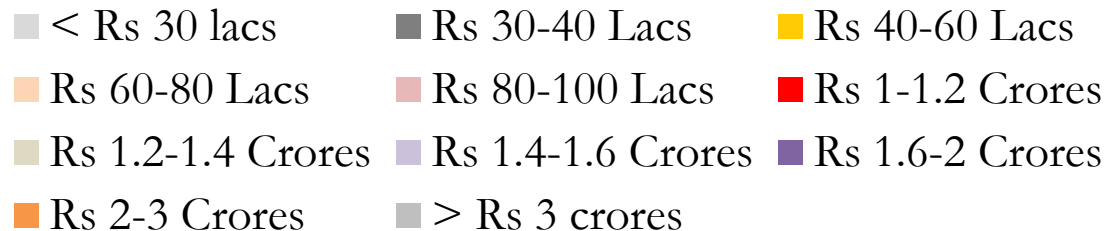
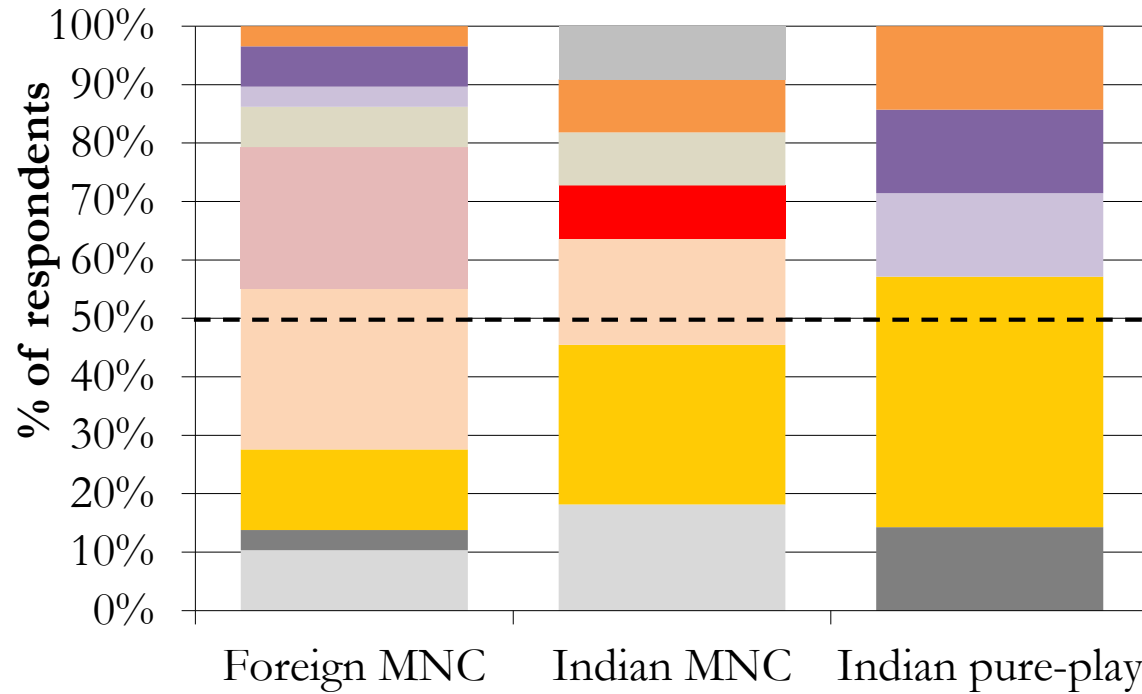
Total CTC, 2017-18: Chief Sales Officer, By company turnover



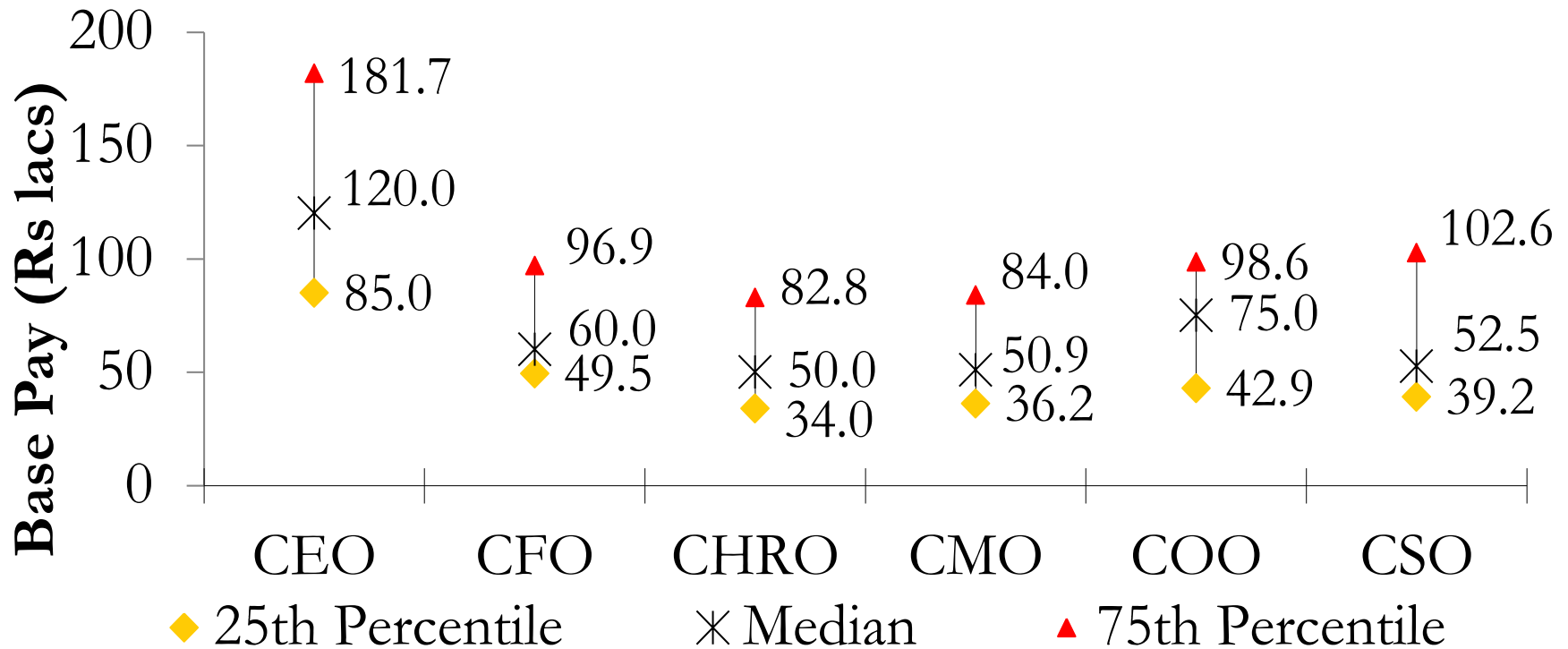
Total CTC, 2017-18: Chief Sales Officer, By company ownership



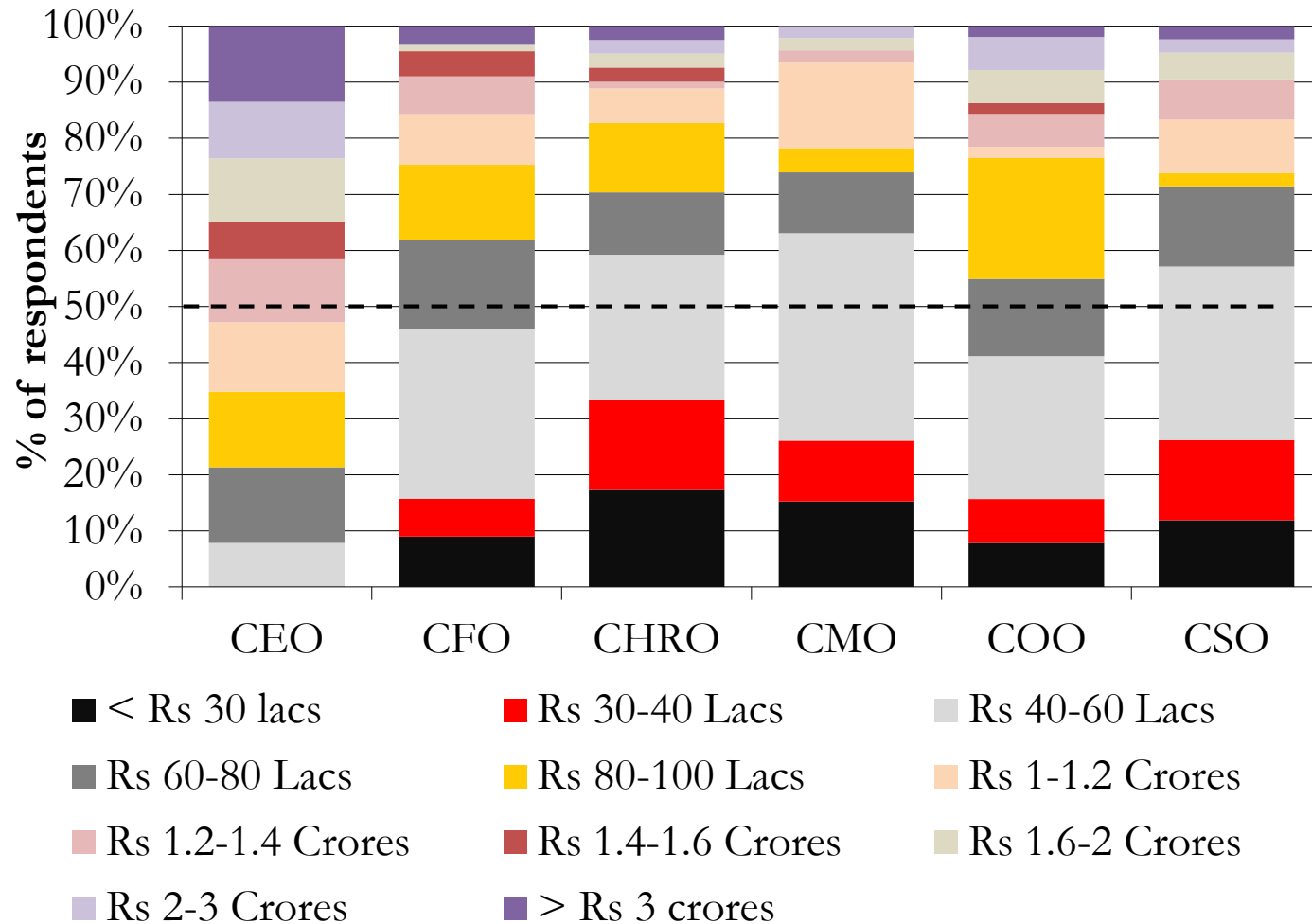
Total CTC, 2017-18: Chief Sales Officer, By company ownership



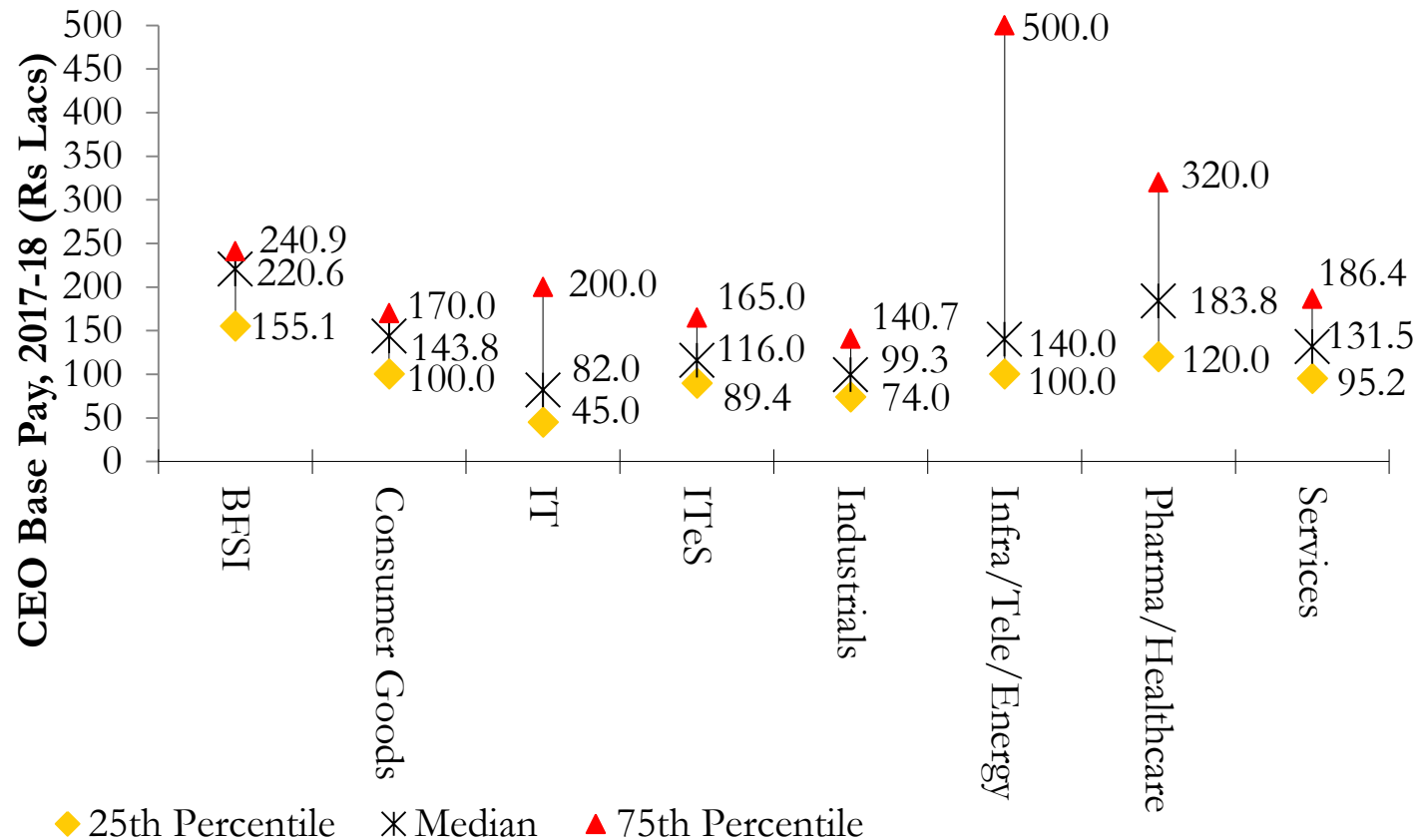
Base Pay, 2017-18: Top Management



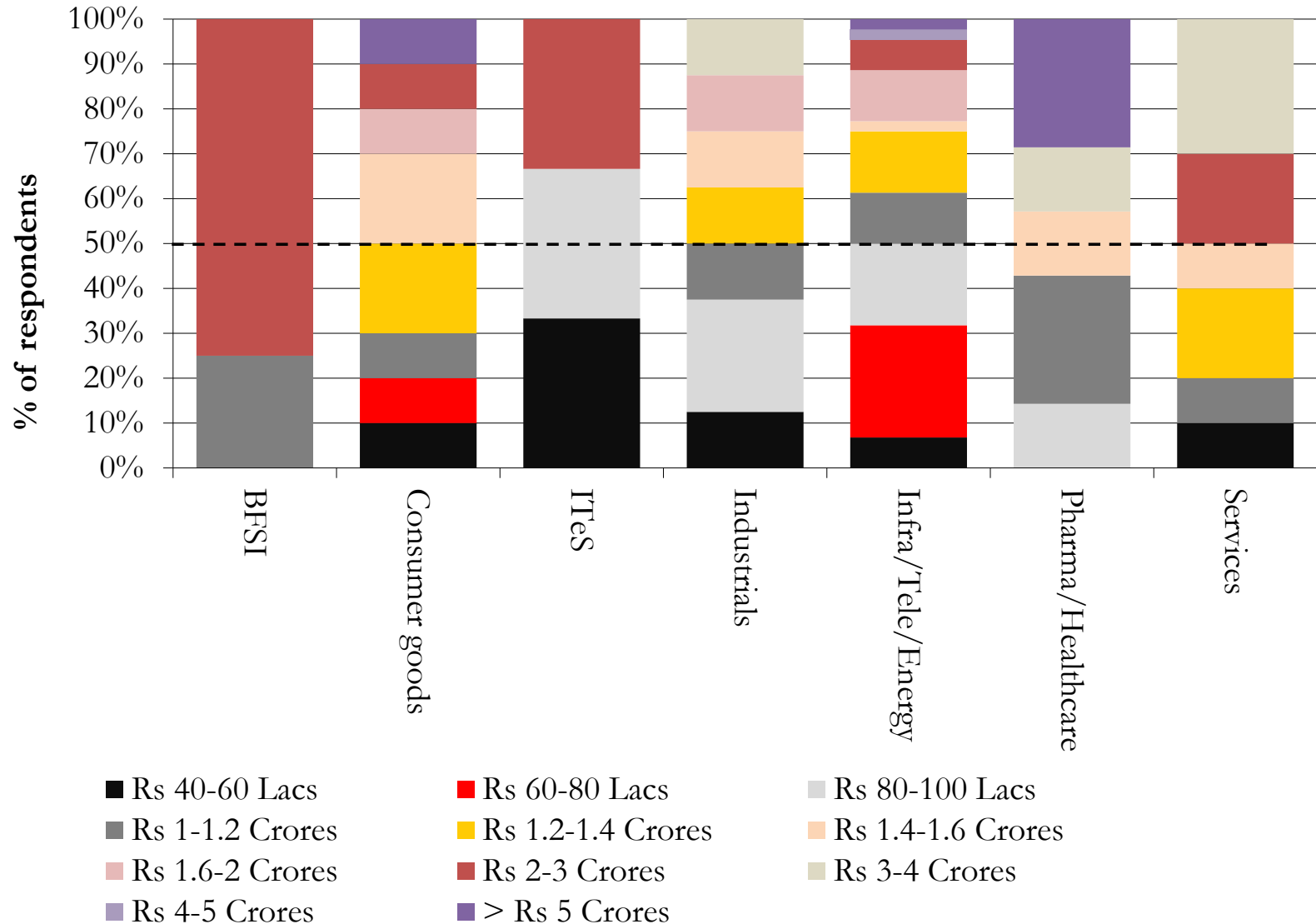
Base Pay, 2017-18: Top Management



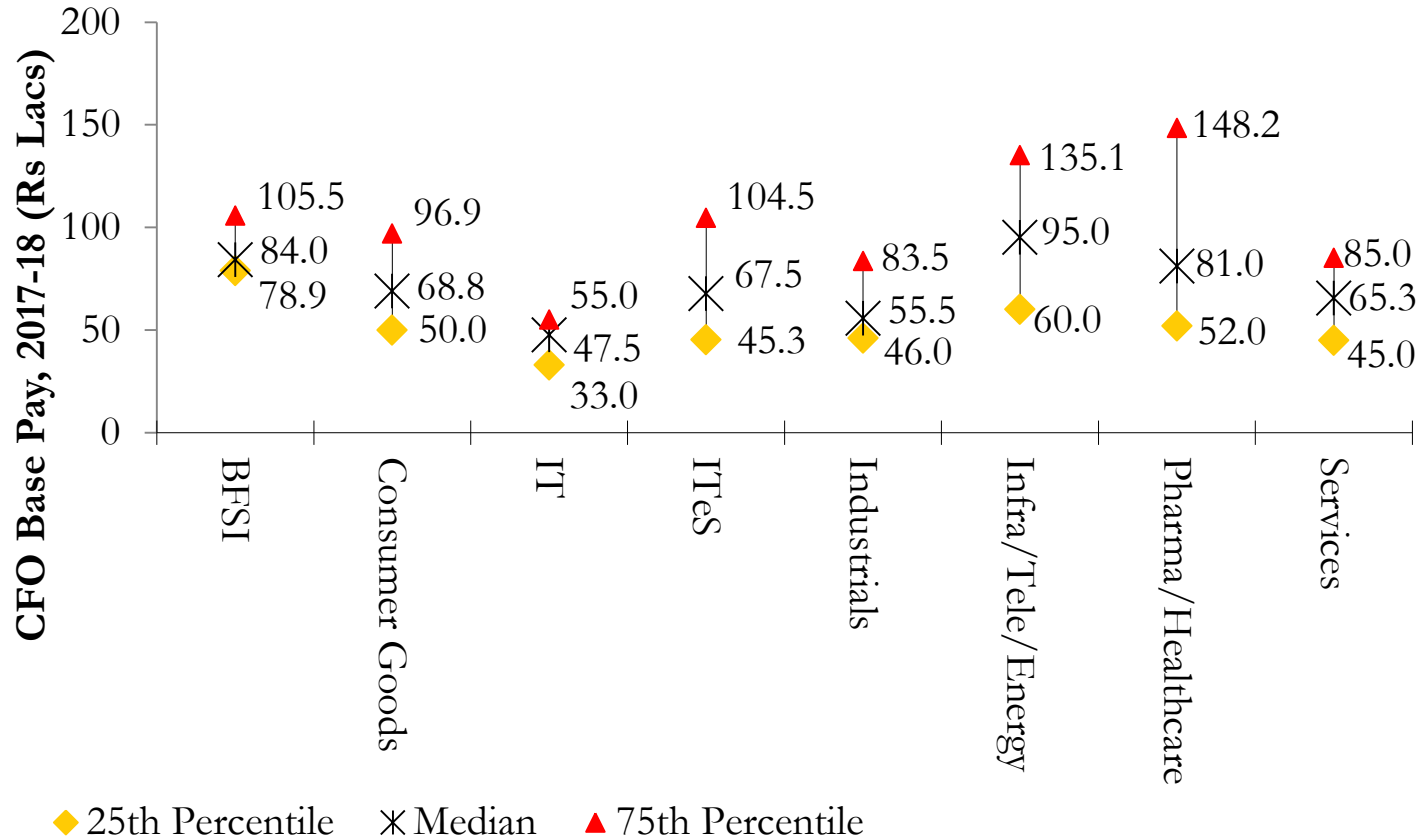
Base Pay, 2017-18: CEO/MD/Country Manager, Sectoral



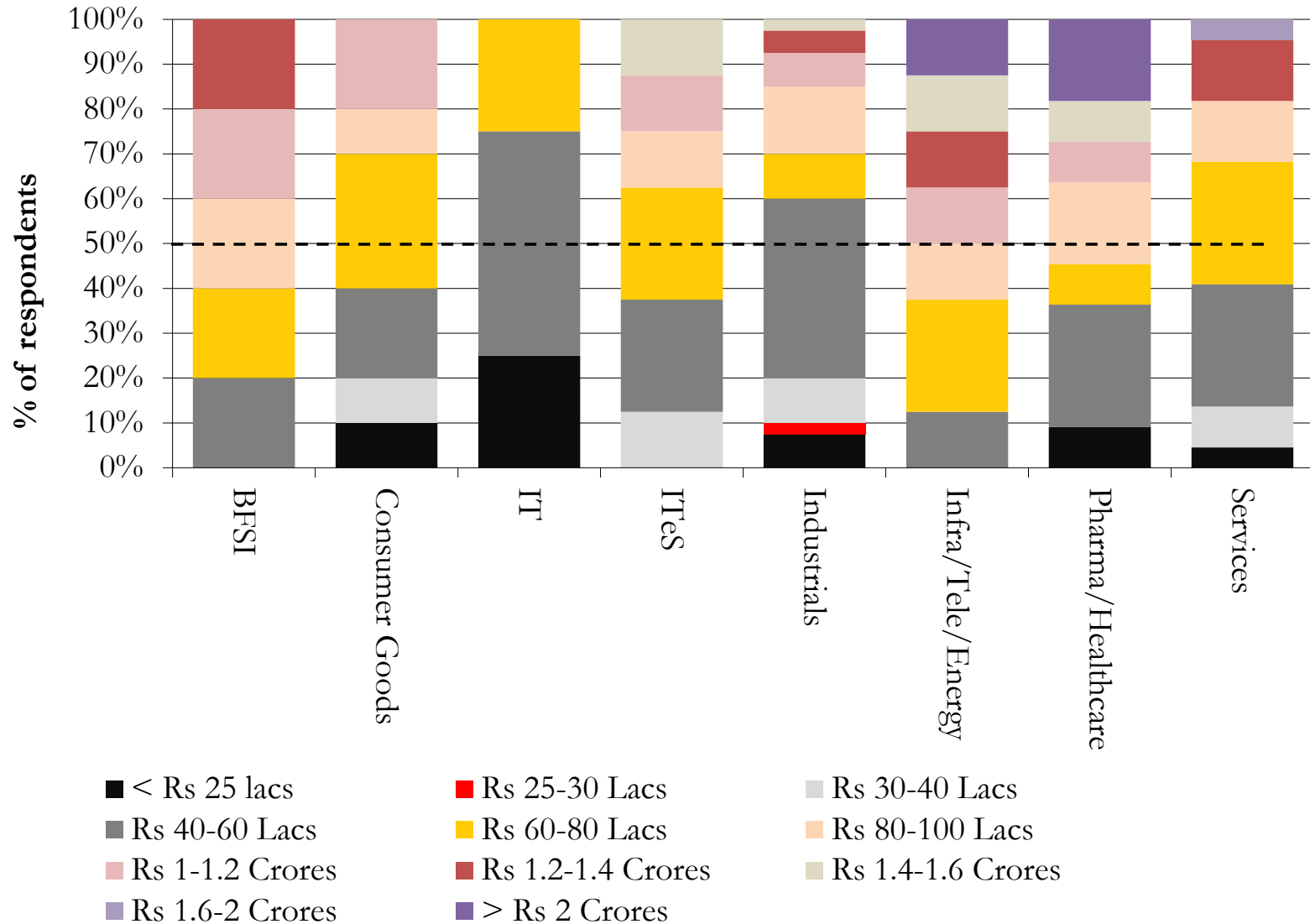
Base Pay, 2017-18: CEO/MD/Country Manager, Sectoral



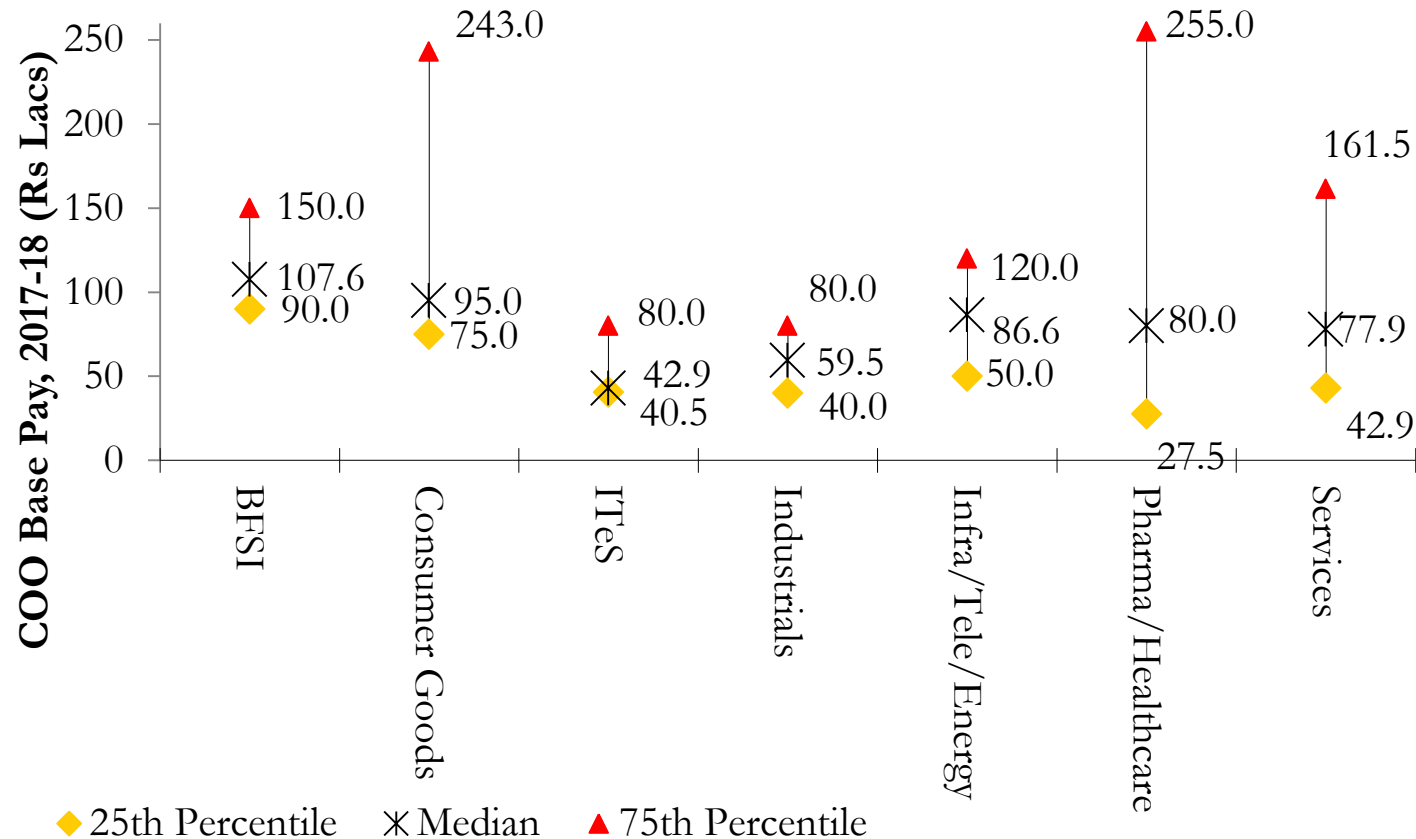
Base Pay, 2017-18: CFO/Director Finance, Sectoral



Base Pay, 2017-18: CFO/Director Finance, Sectoral

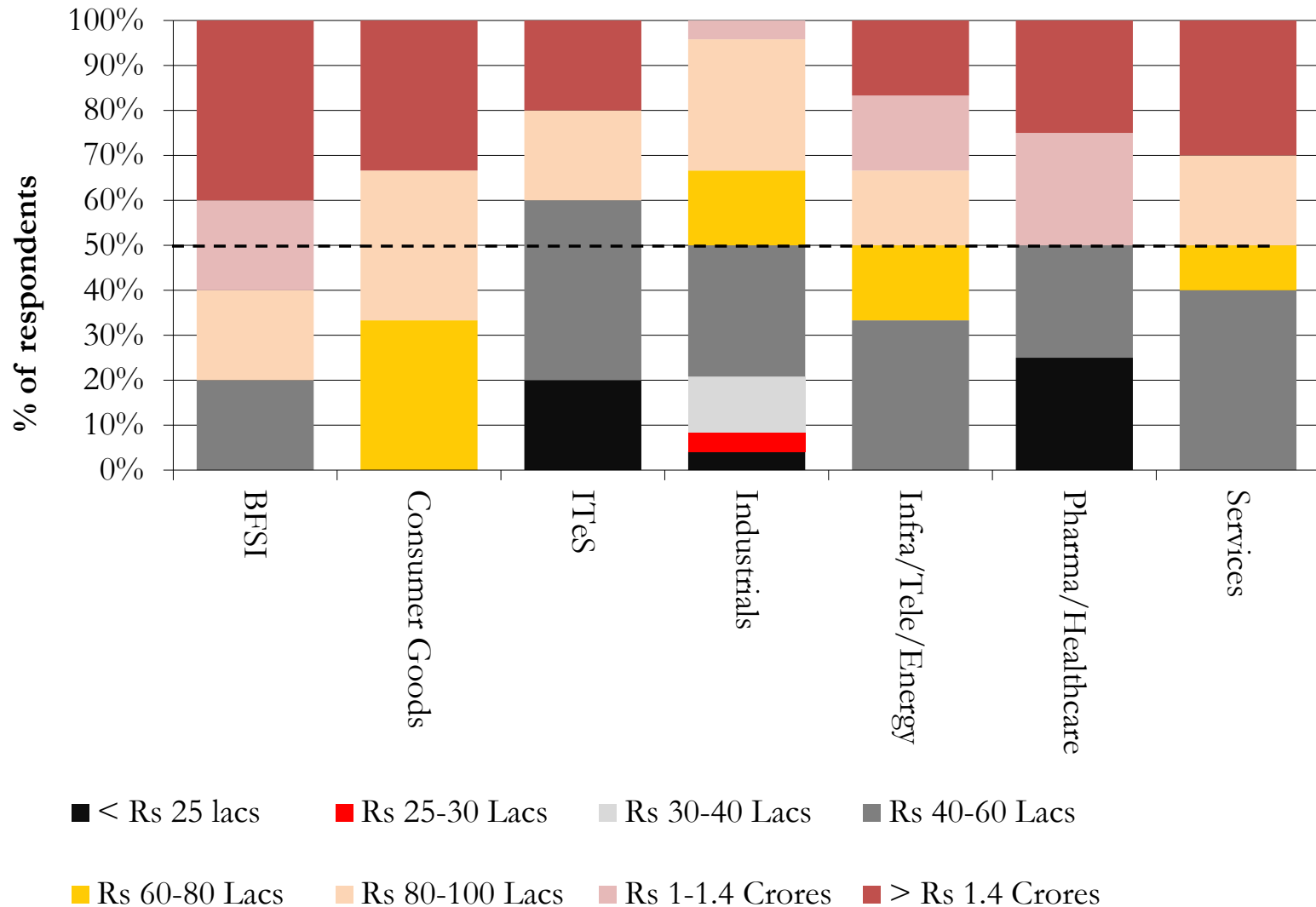


Base Pay, 2017-18: Chief Operating Officer, Sectoral



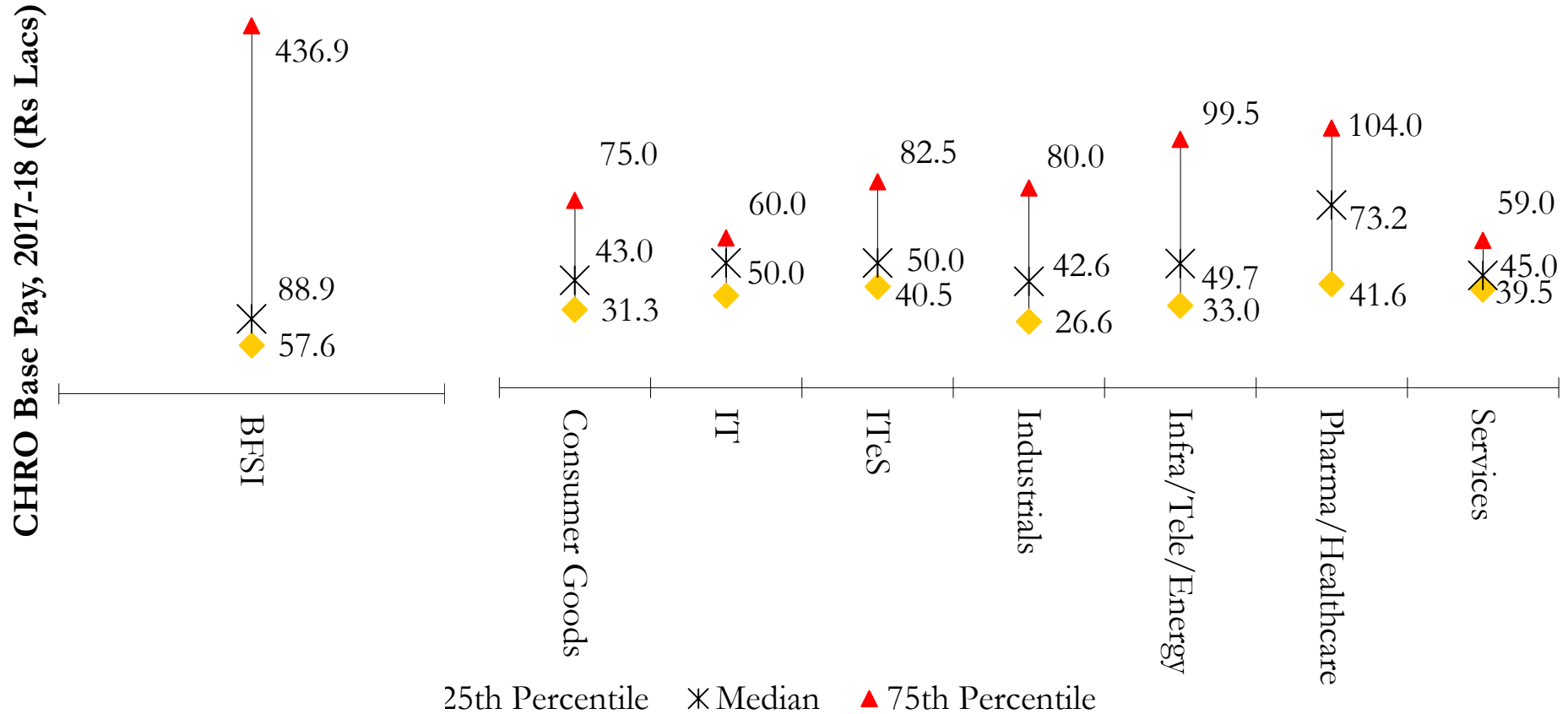
Note: Insufficient responses for IT sector

Base Pay, 2017-18: Chief Operating Officer, Sectoral

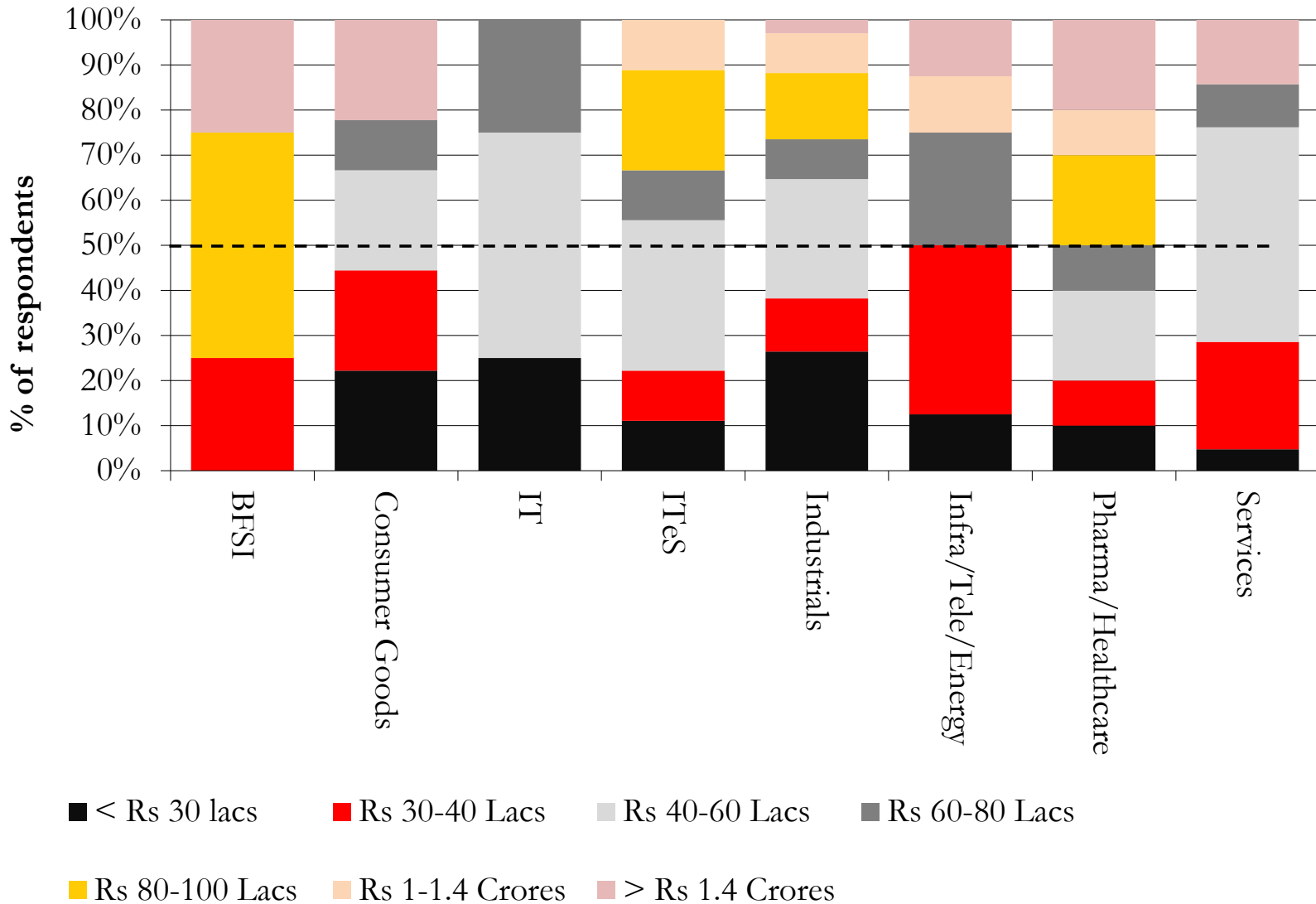


Note: Insufficient responses for IT sector

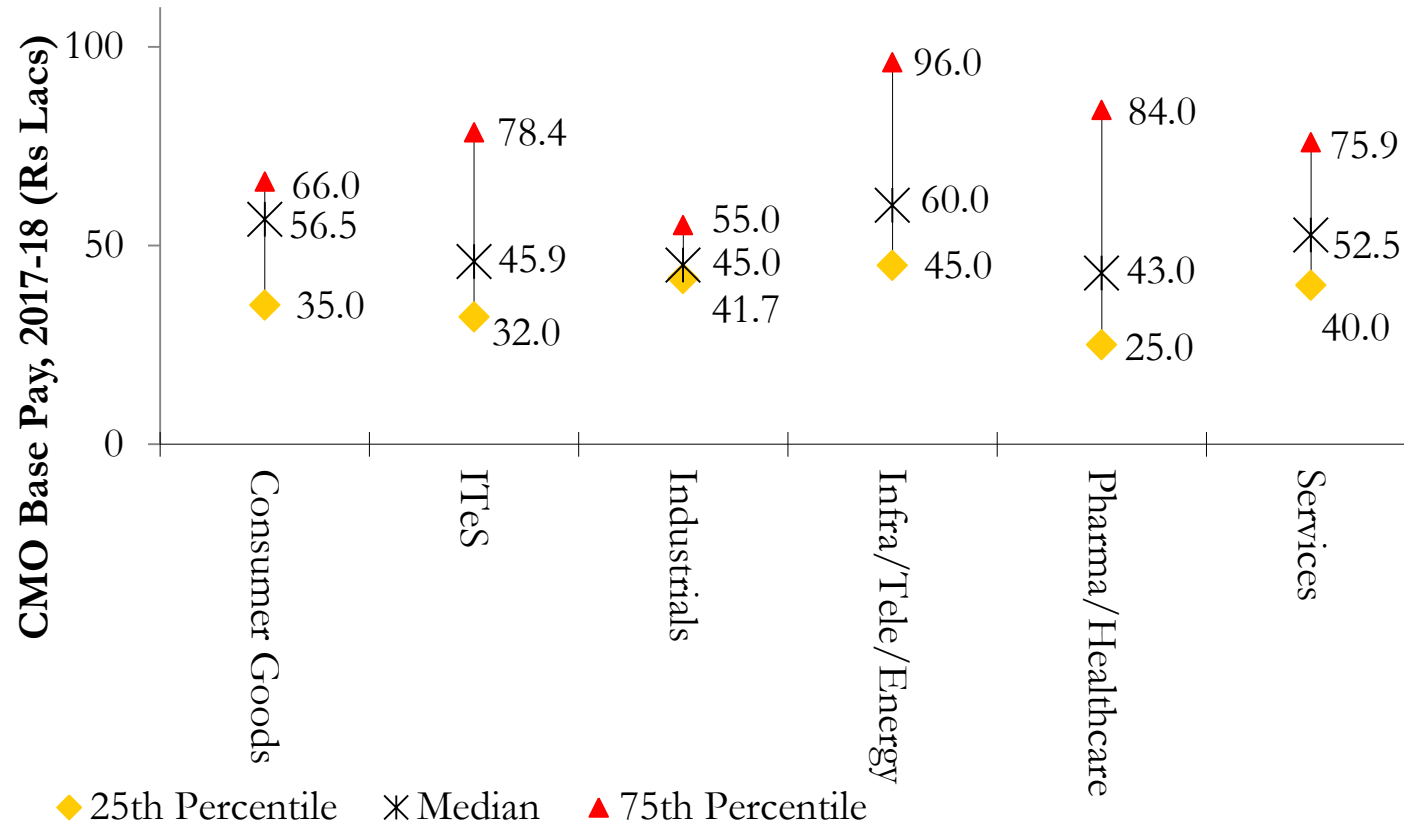
Base Pay, 2017-18: HR Head, Sectoral



Base Pay, 2017-18: HR Head, Sectoral

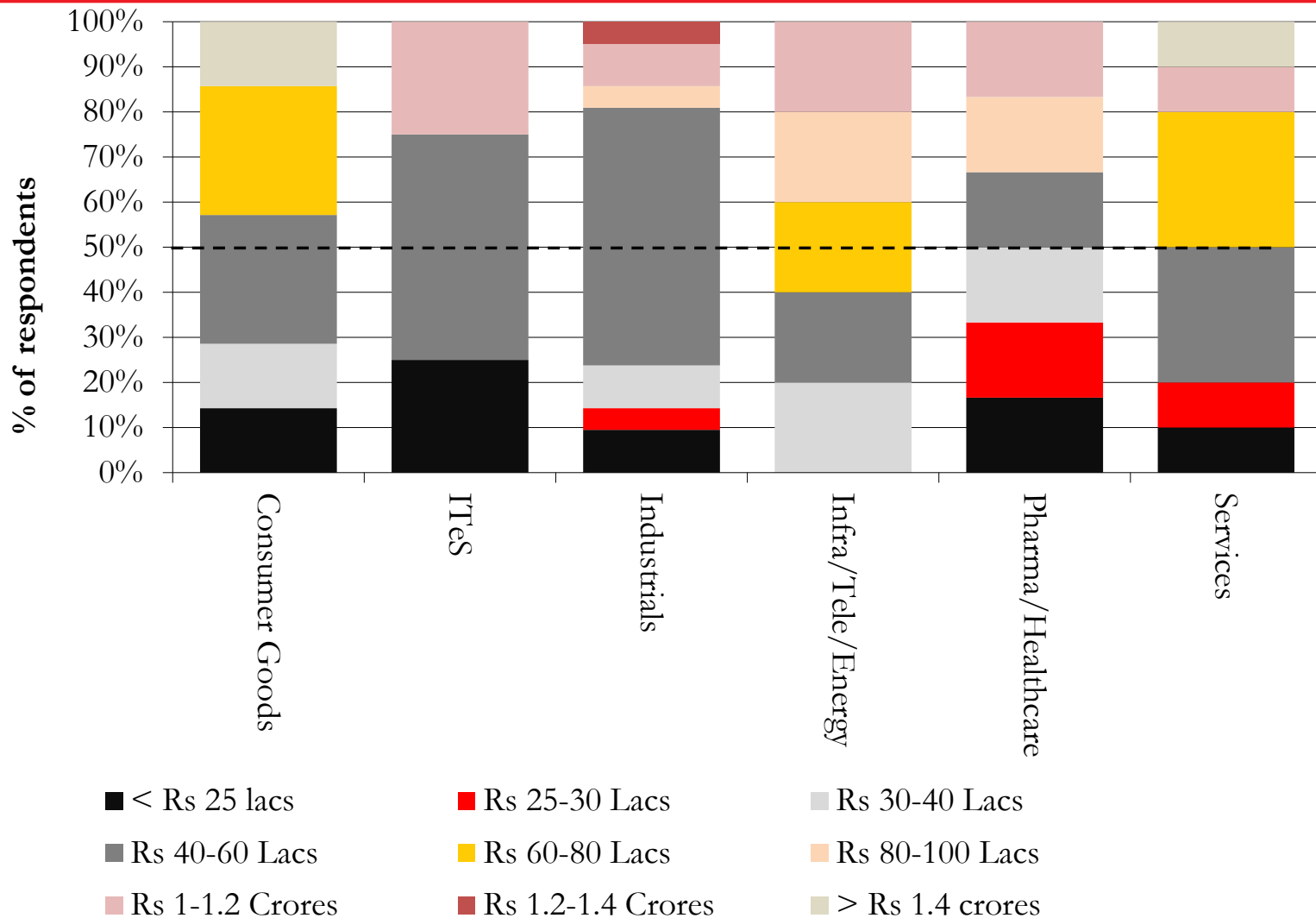


Base Pay, 2017-18: Chief Marketing Officer, Sectoral



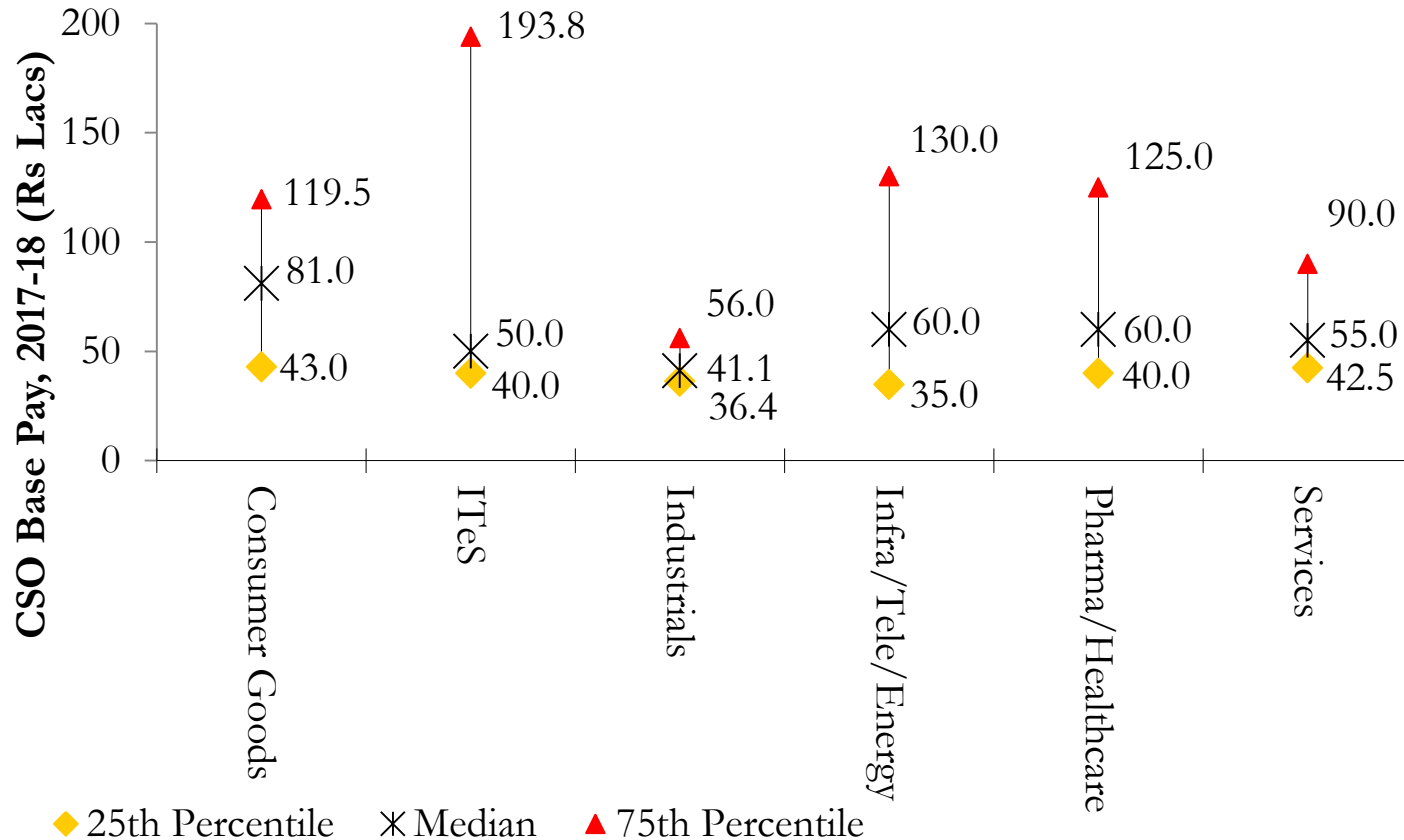
Note: Insufficient sample size for IT and BFSI sectors

Base Pay, 2017-18: Chief Marketing Officer, Sectoral



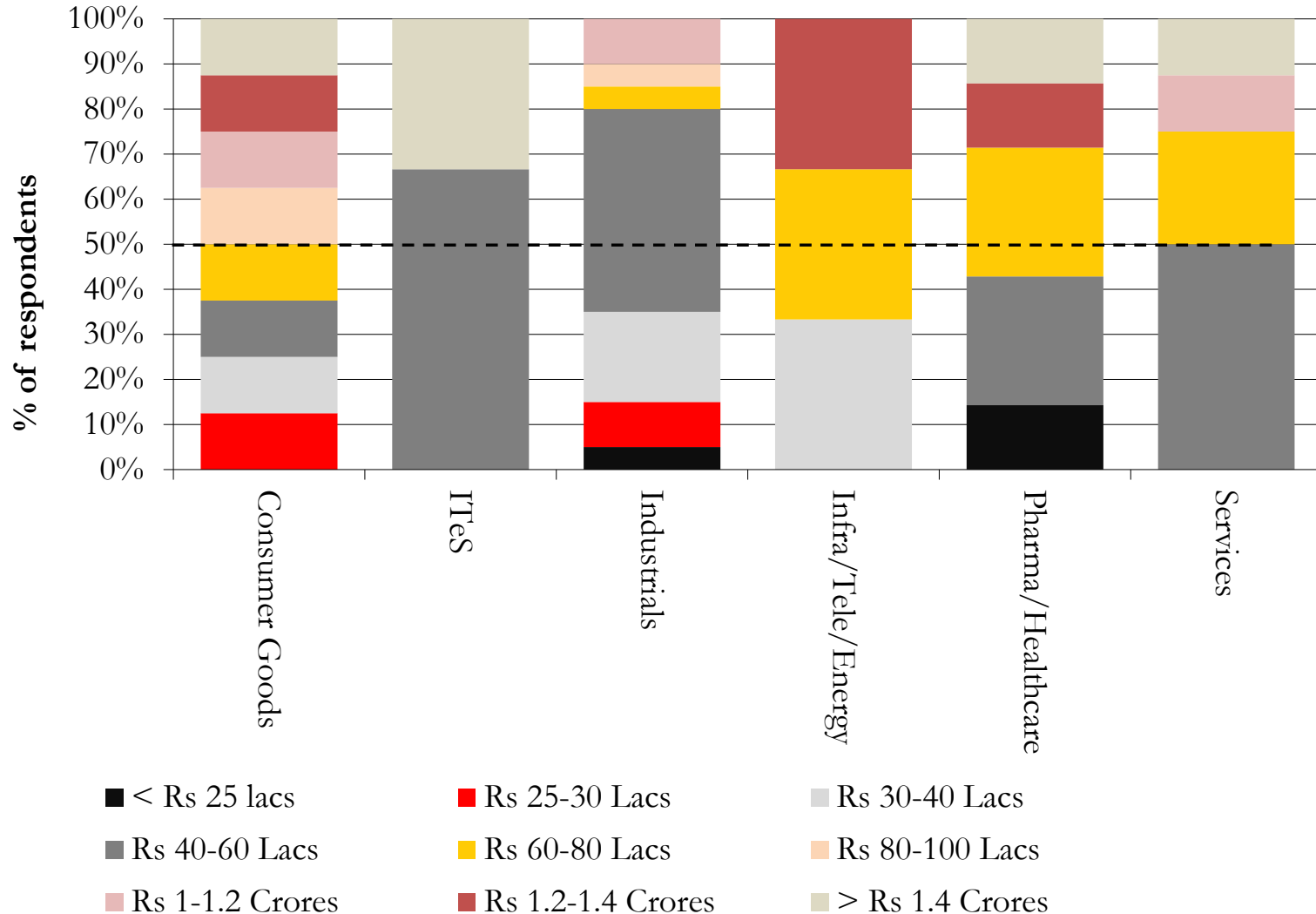
Note: Insufficient sample size for IT and BFSI sectors

Base Pay, 2017-18: Chief Sales Officer, Sectoral

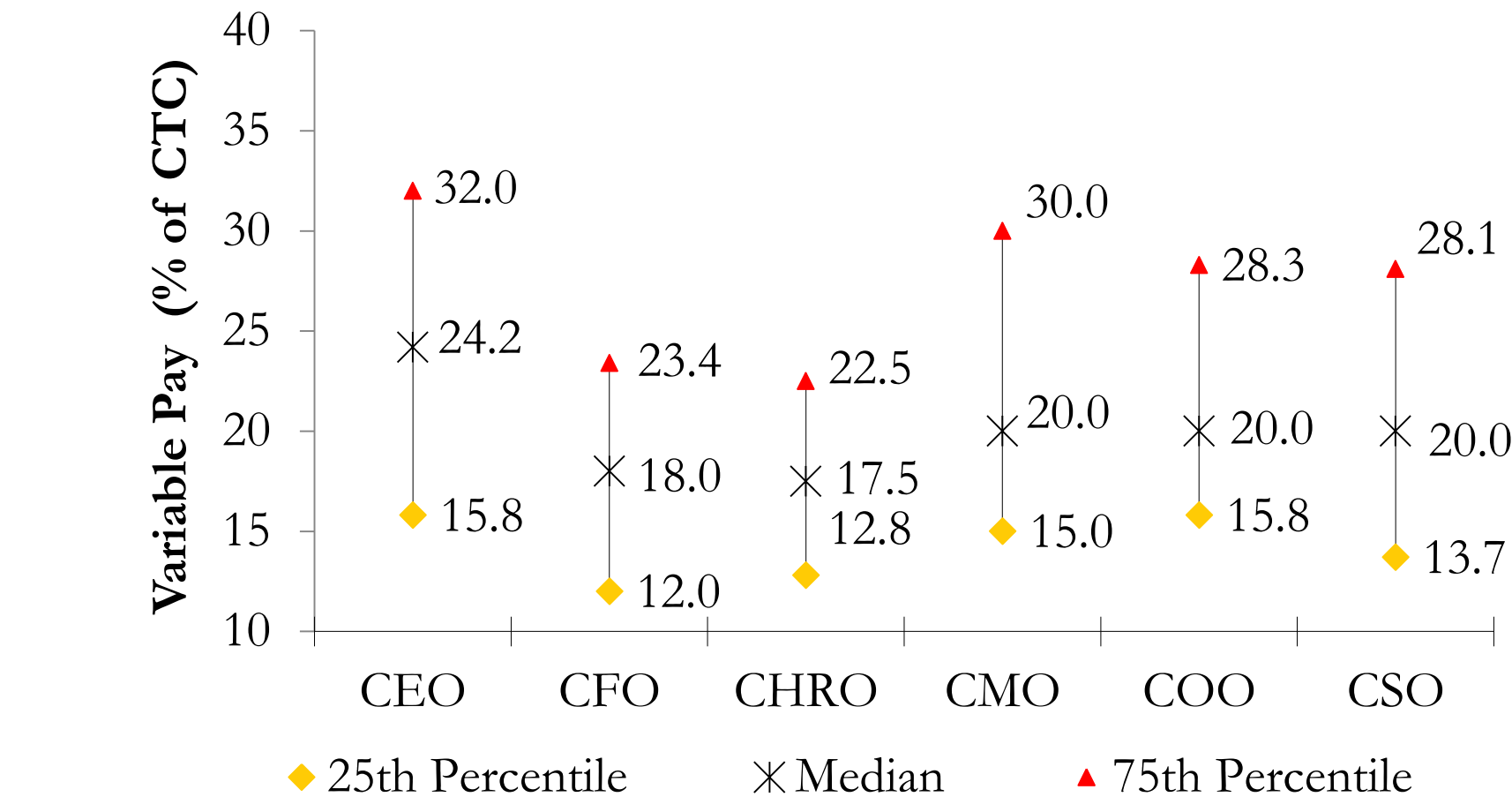


Note: Insufficient sample size for IT and BFSI sectors

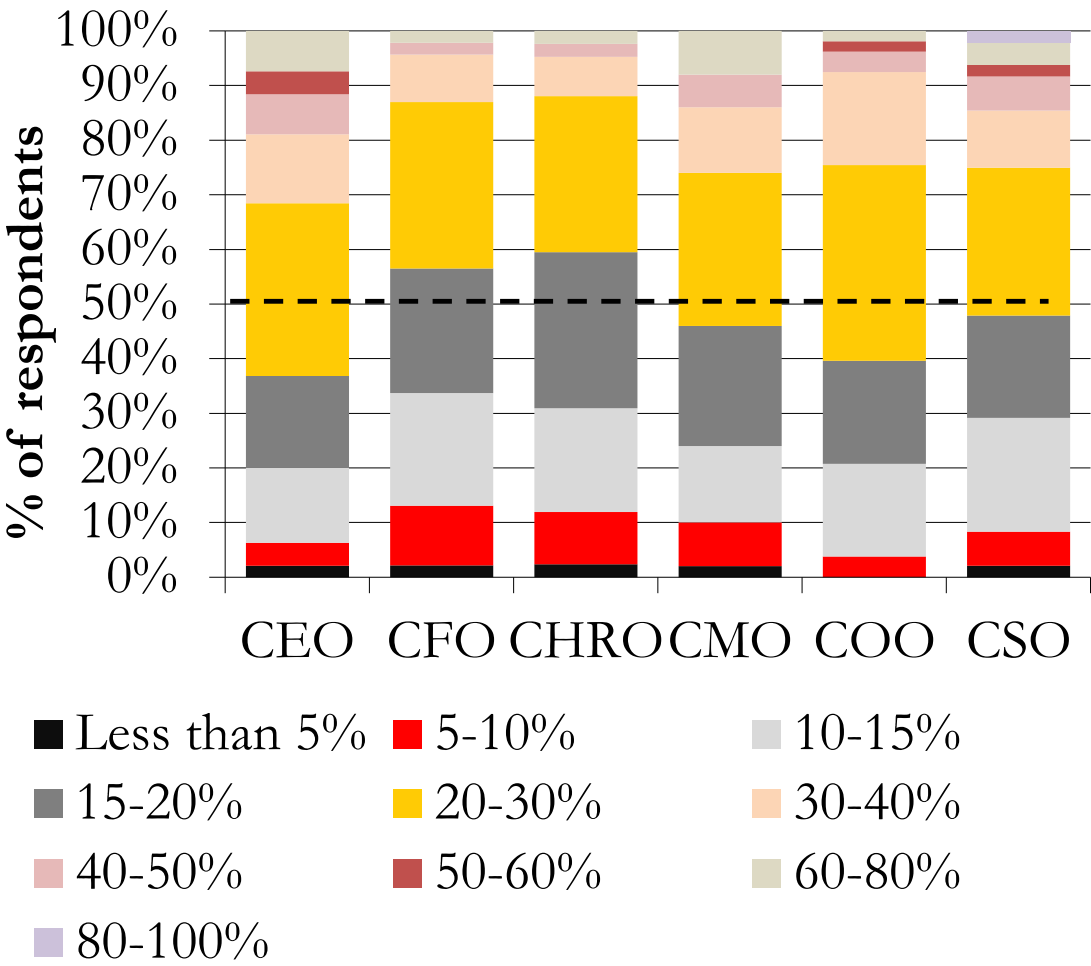
Base Pay, 2017-18: Chief Sales Officer, Sectoral



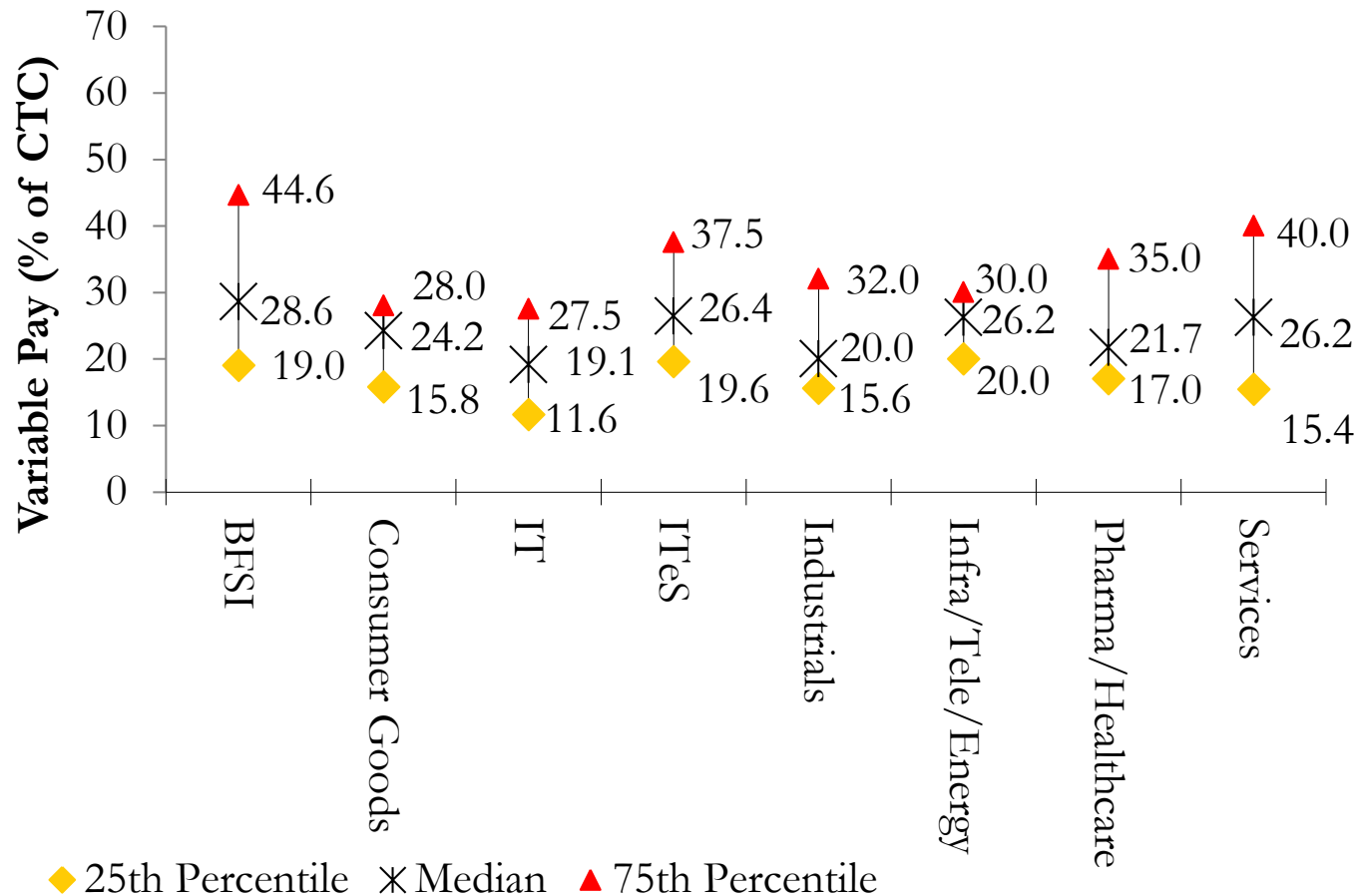
Total Variable Pay (including Bonus, Incentives, and Commission), as % of CTC, 2017-18: Top Management



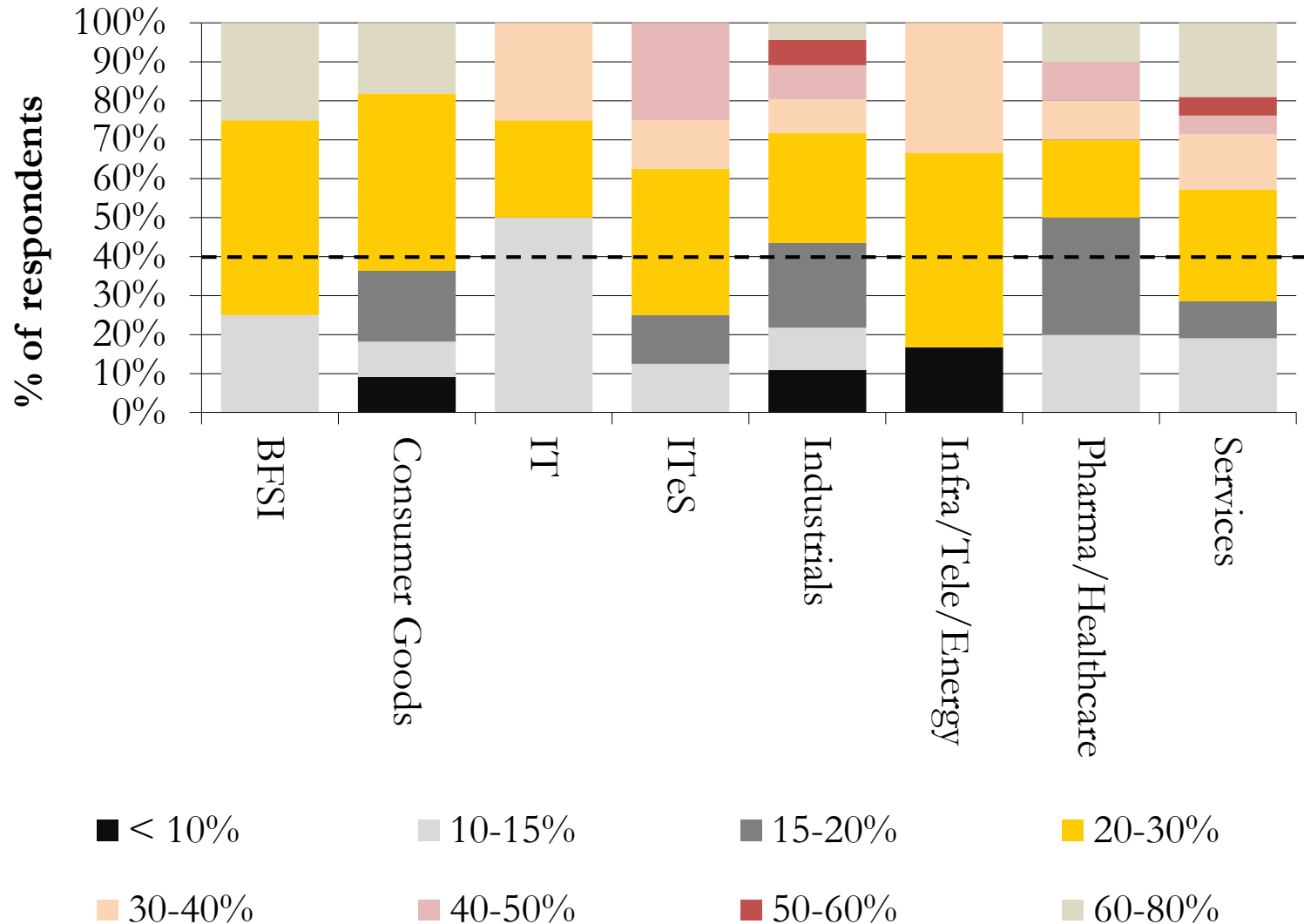
Total Variable Pay (including Bonus, Incentives, and Commission), as % of CTC, 2017-18: Top Management



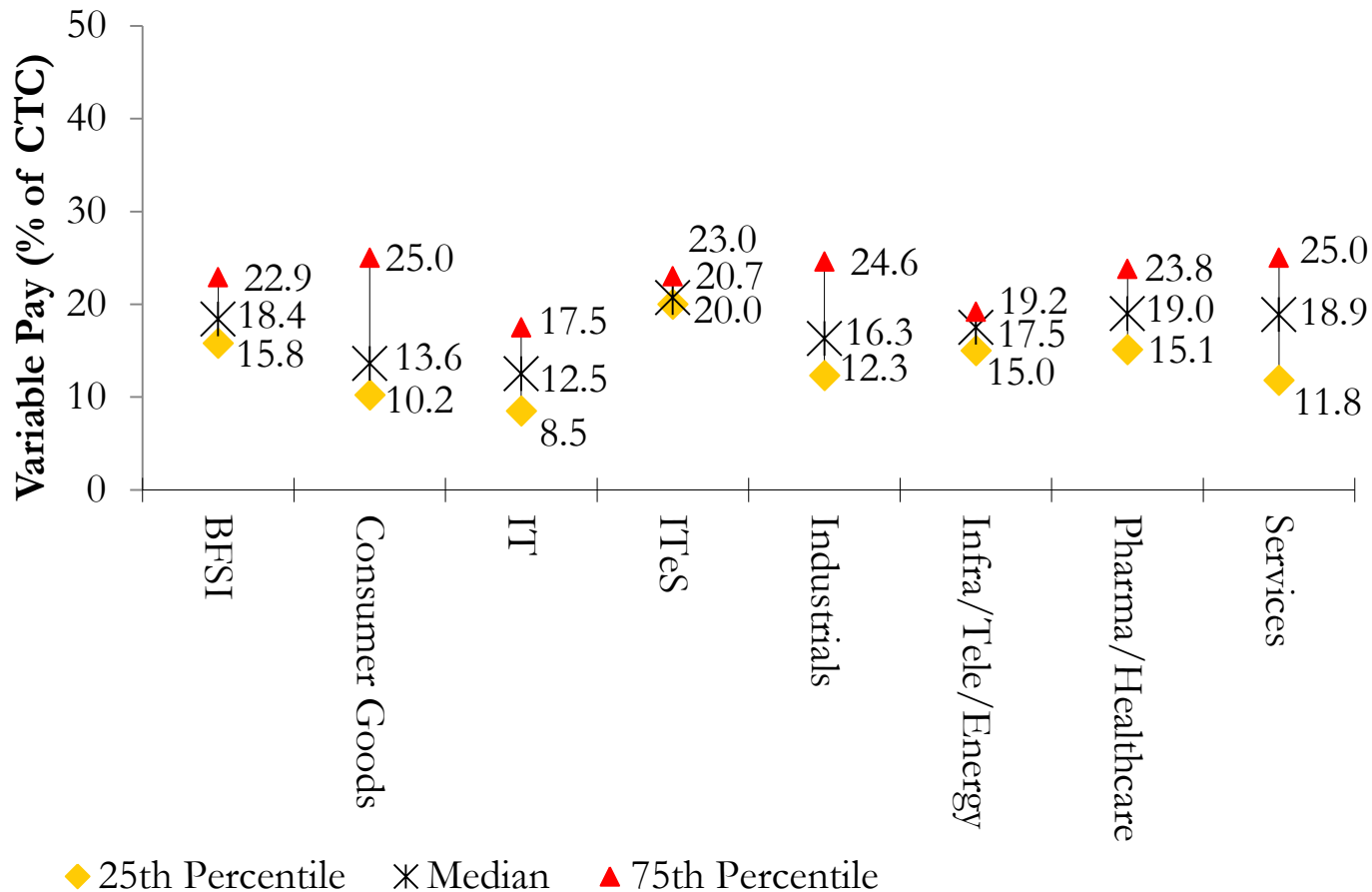
Total Variable Pay (including Bonus, Incentives, and Commission), as % of CTC, 2017-18 : CEO/MD/Country Manager, Sectoral



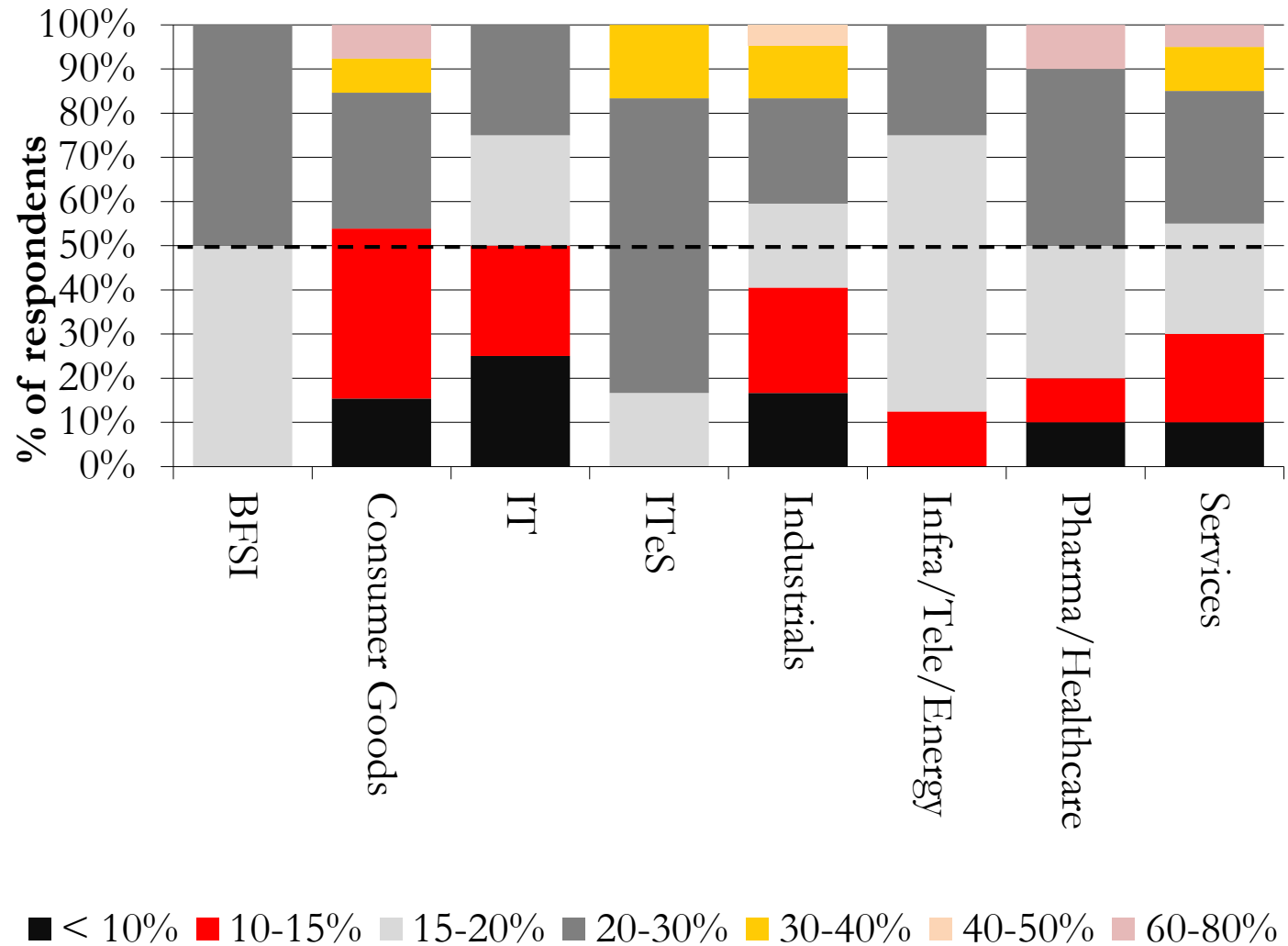
Total Variable Pay (including Bonus, Incentives, and Commission), as % of CTC, 2017-18 : CEO/MD/Country Manager, Sectoral



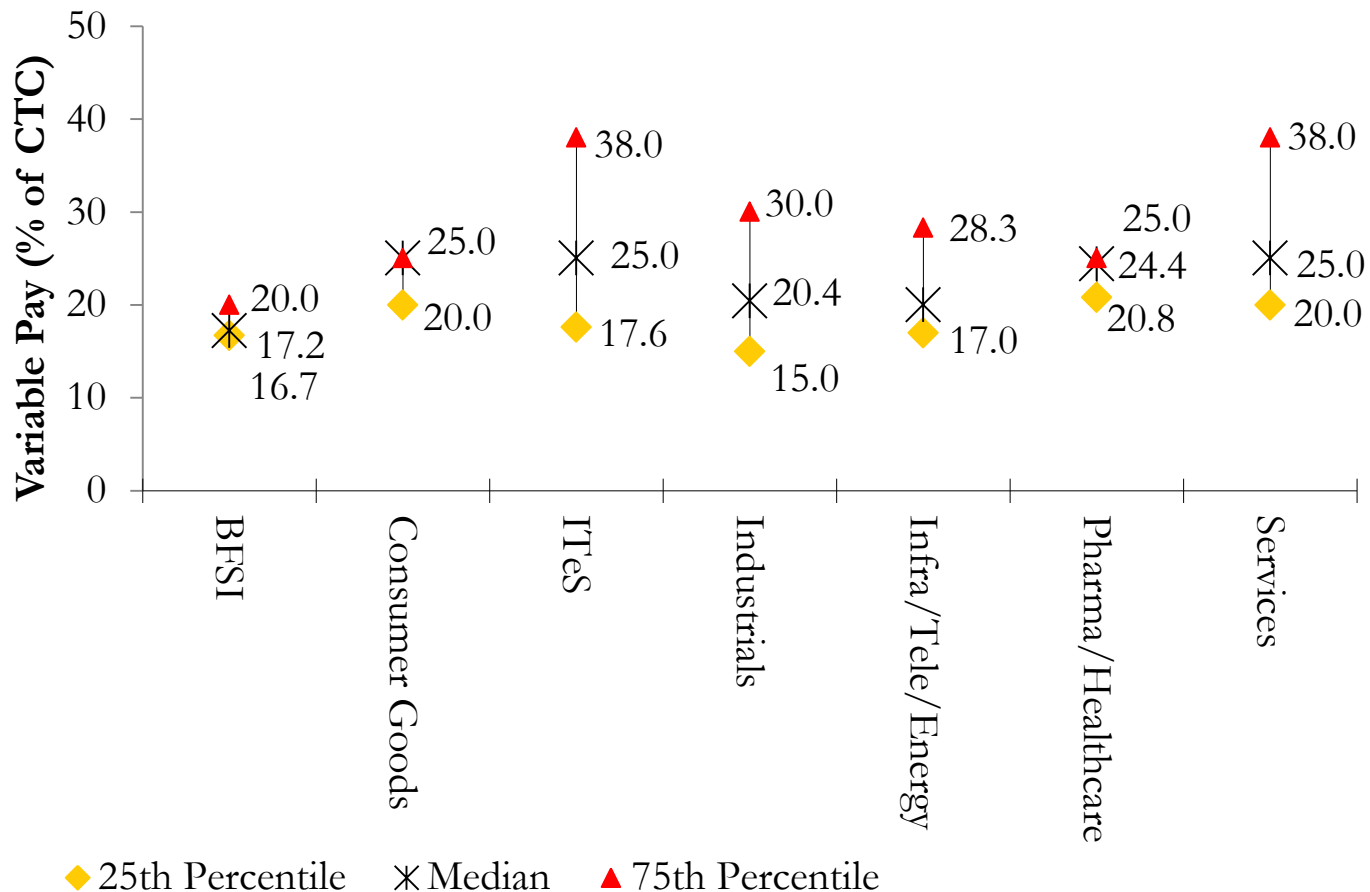
Total Variable Pay (including Bonus, Incentives, and Commission), as % of CTC, 2017-18 : CFO/Director Finance, Sectoral



Total Variable Pay (including Bonus, Incentives, and Commission), as % of CTC, 2017-18 : CFO/Director Finance, Sectoral

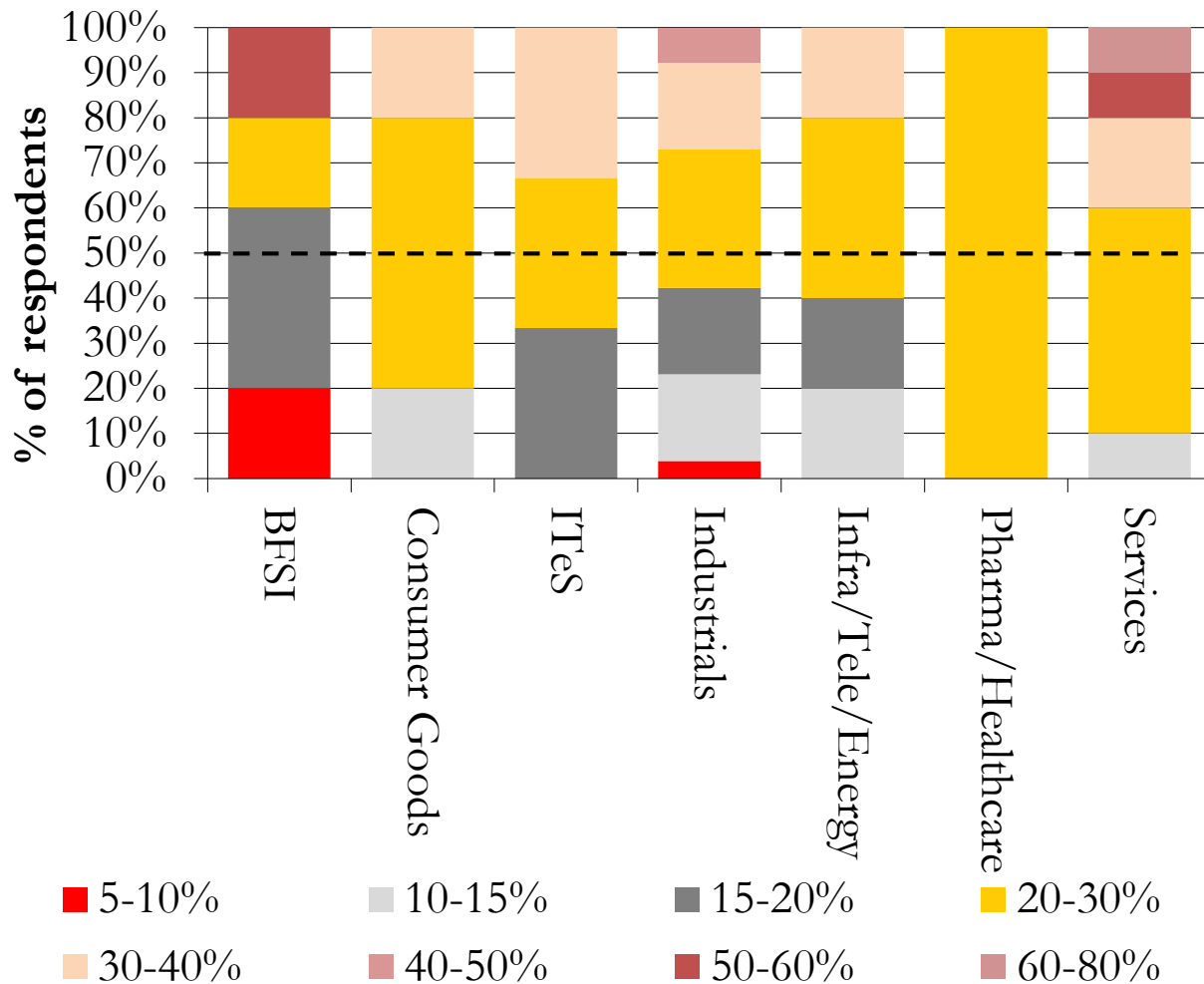


Total Variable Pay (including Bonus, Incentives, and Commission), as % of CTC, 2017-18 : Chief Operating Officer, Sectoral



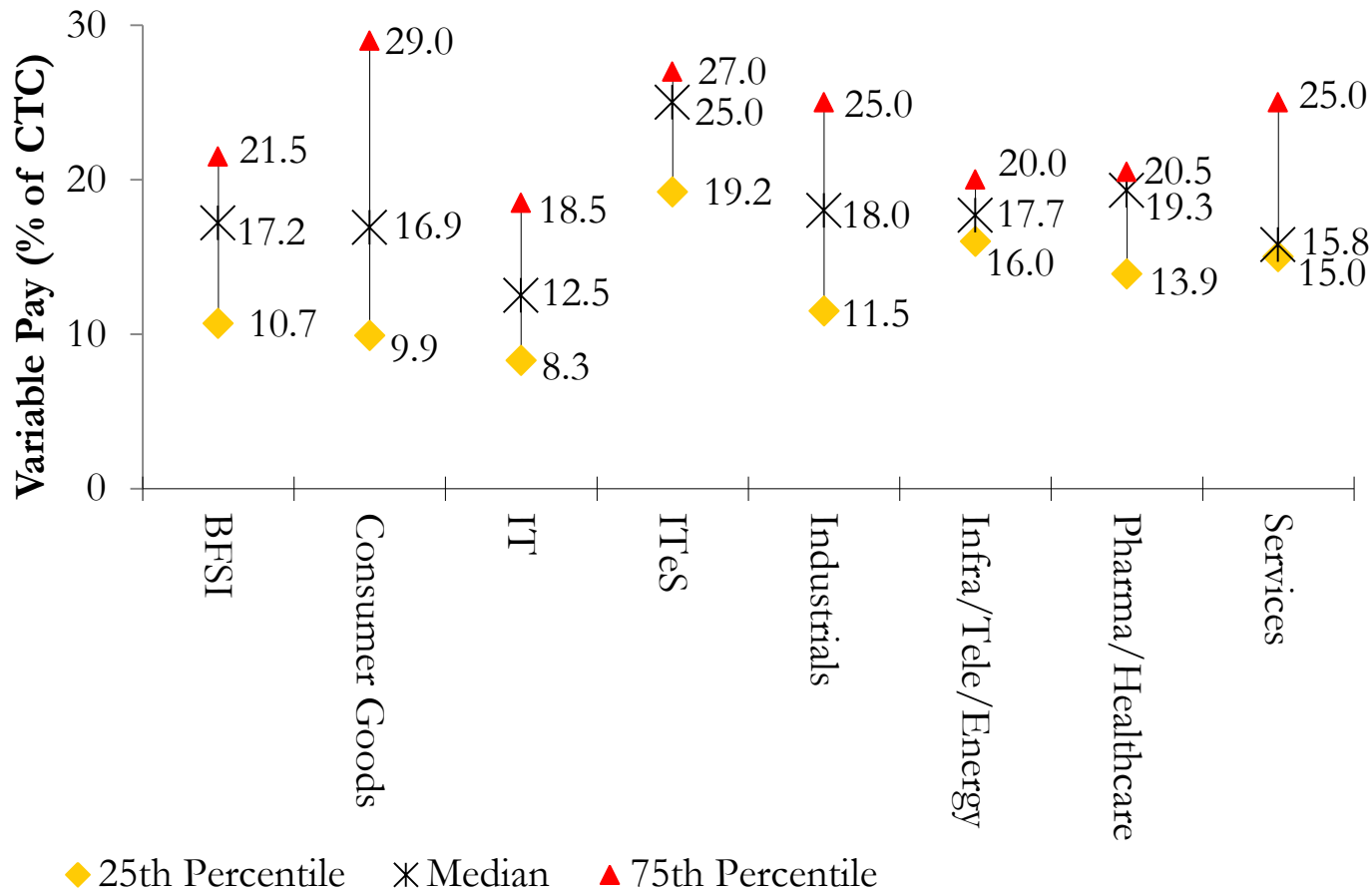
Insufficient sample size for IT sector

Total Variable Pay (including Bonus, Incentives, and Commission), as % of CTC, 2017-18 : Chief Operating Officer, Sectoral

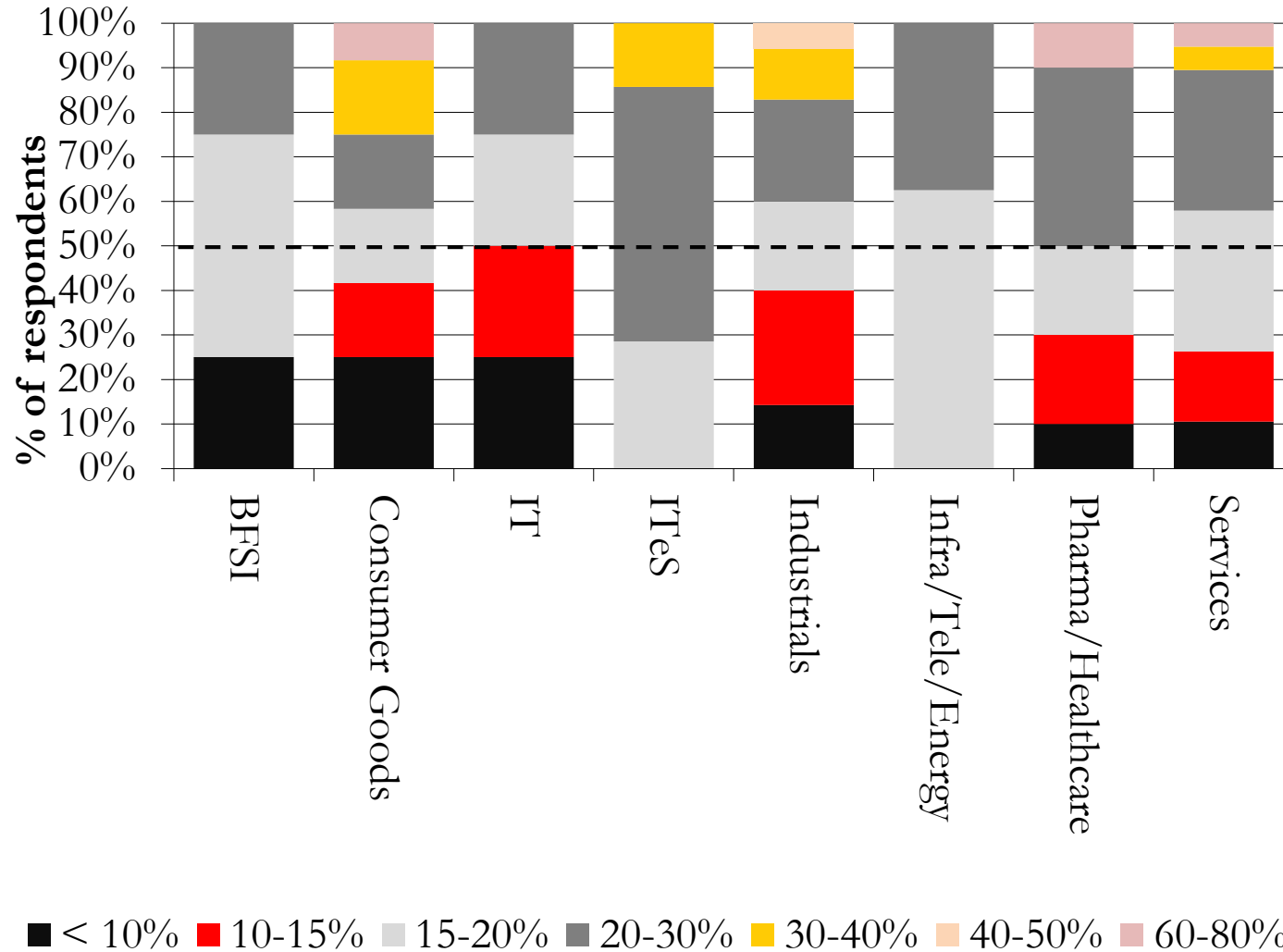


Insufficient sample size for IT sector

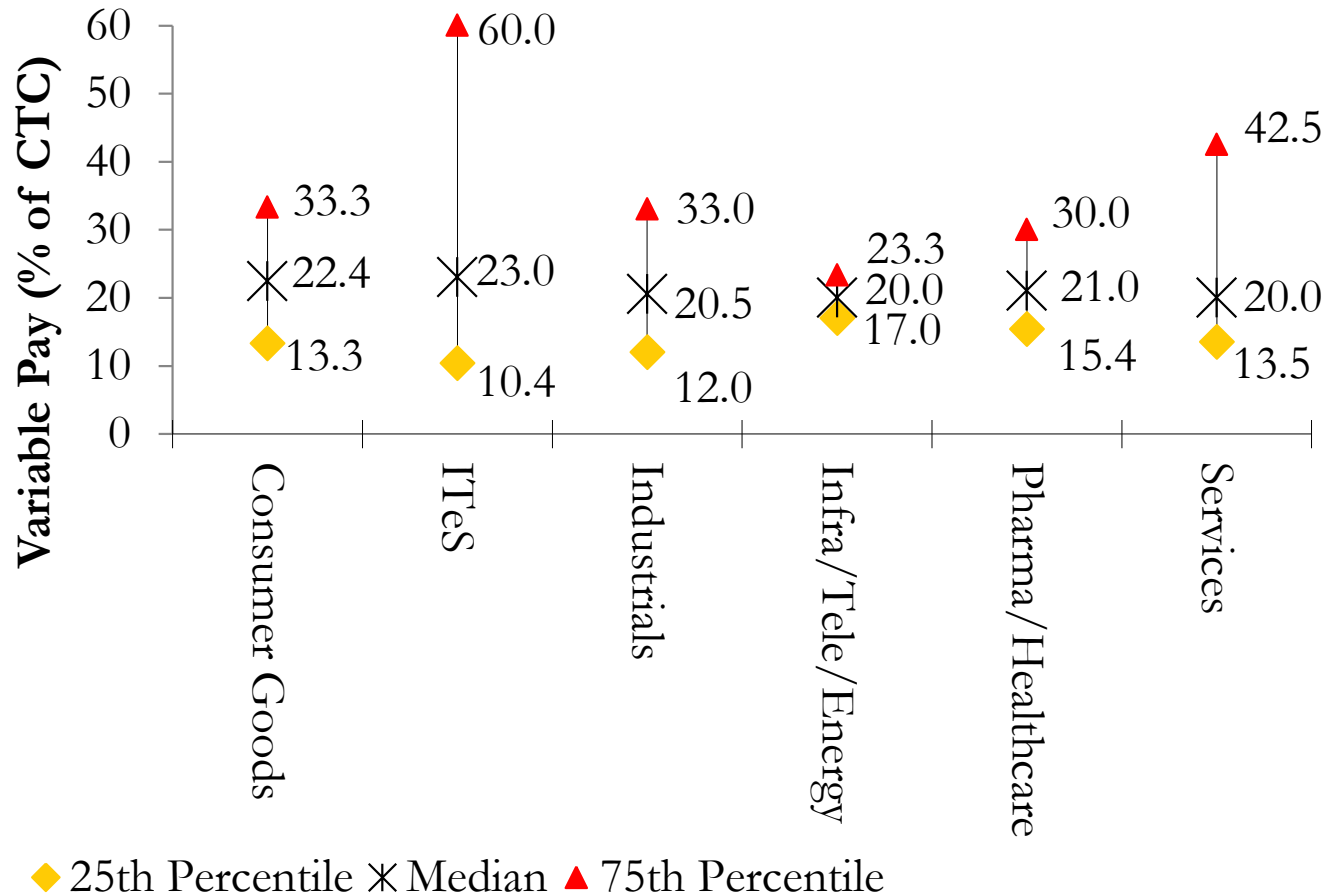
Total Variable Pay (including Bonus, Incentives, and Commission), as % of CTC, 2017-18 : HR Head, Sectoral



Total Variable Pay (including Bonus, Incentives, and Commission), as % of CTC, 2017-18 : HR Head, Sectoral

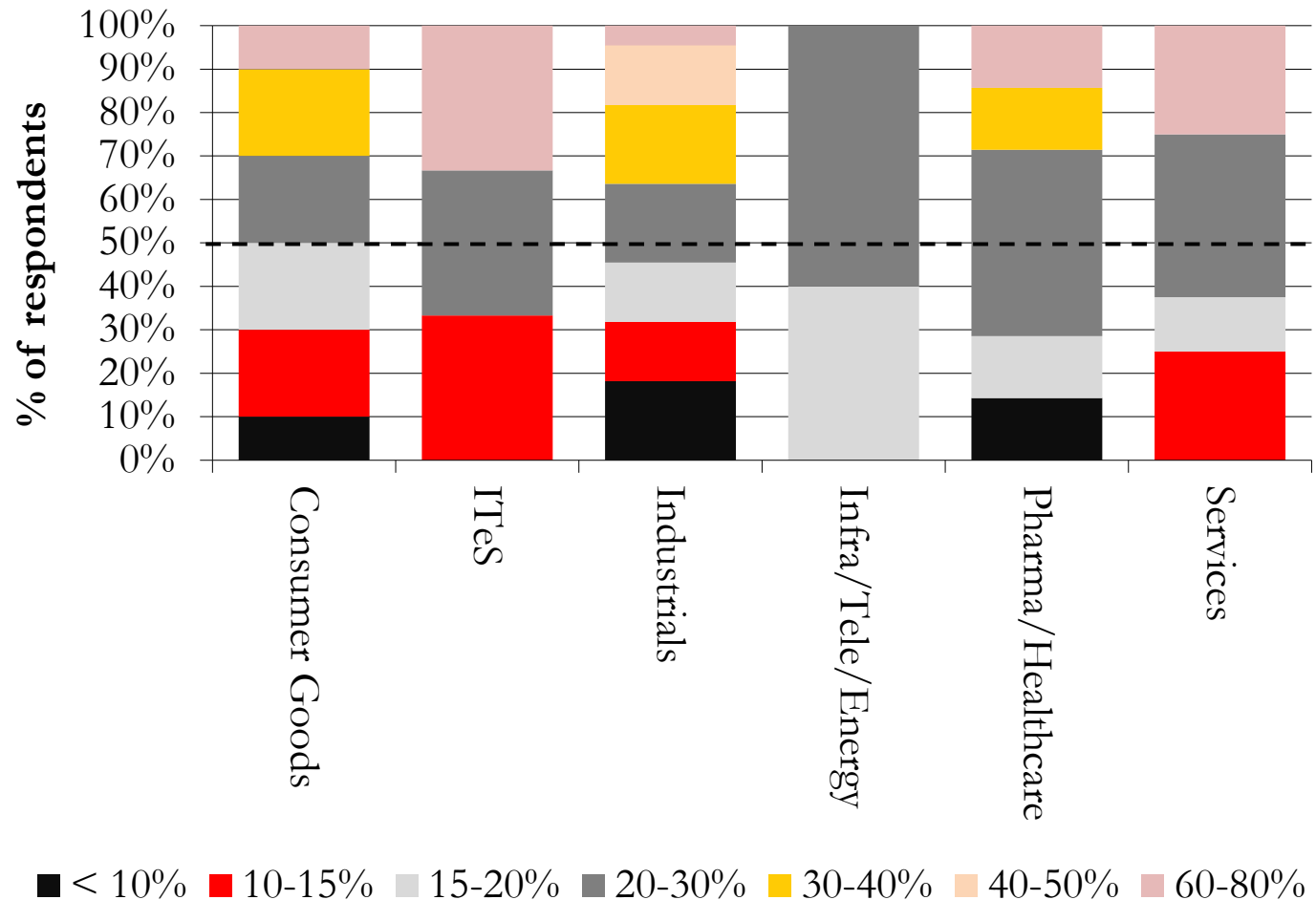


Total Variable Pay (including Bonus, Incentives, and Commission), as % of CTC, 2017-18 : Chief Marketing Officer, Sectoral



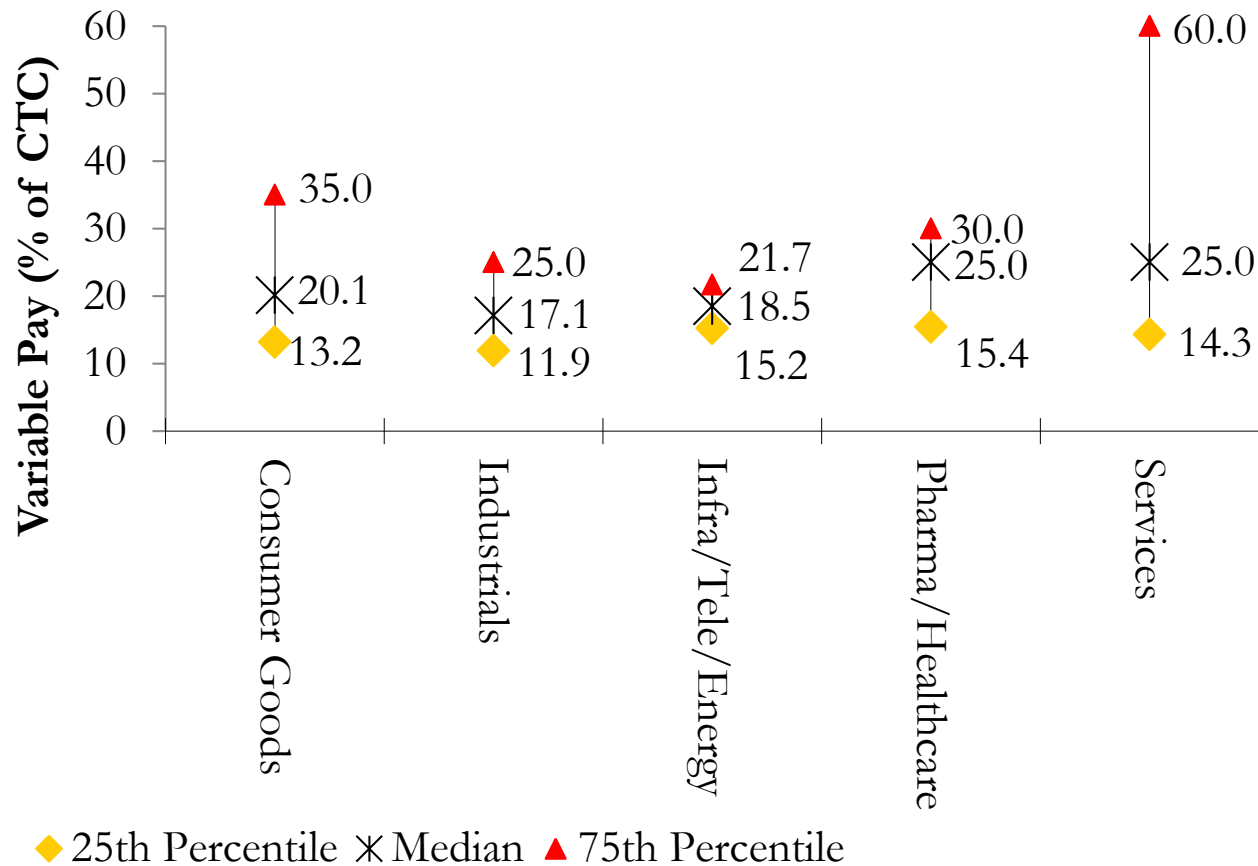
Insufficient sample size for IT and BFSI sectors

Total Variable Pay (including Bonus, Incentives, and Commission), as % of CTC, 2017-18 : Chief Marketing Officer, Sectoral



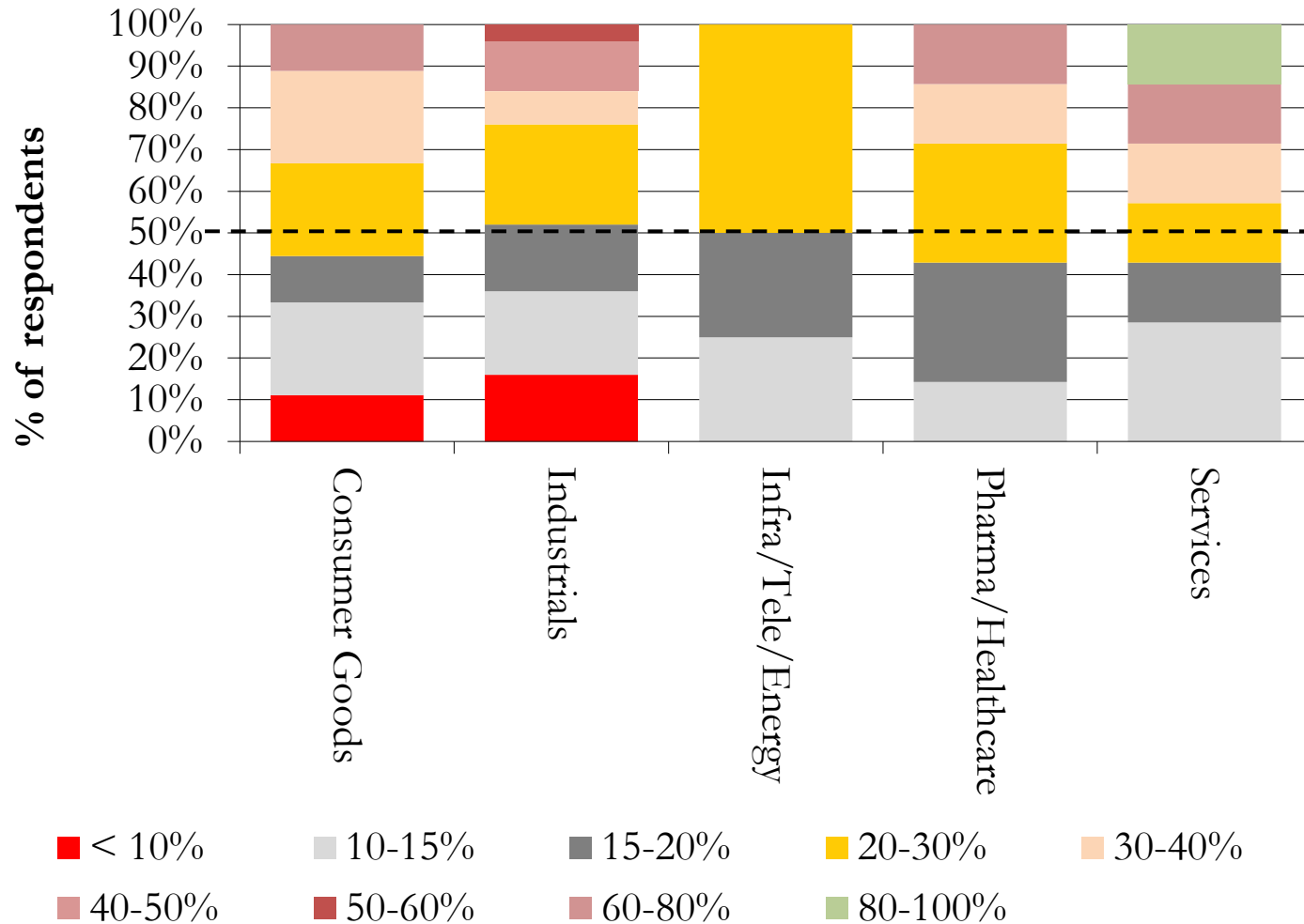
Insufficient sample size for IT and BFSI sectors

Total Variable Pay (including Bonus, Incentives, and Commission), as % of CTC, 2017-18 : Chief Sales Officer, Sectoral



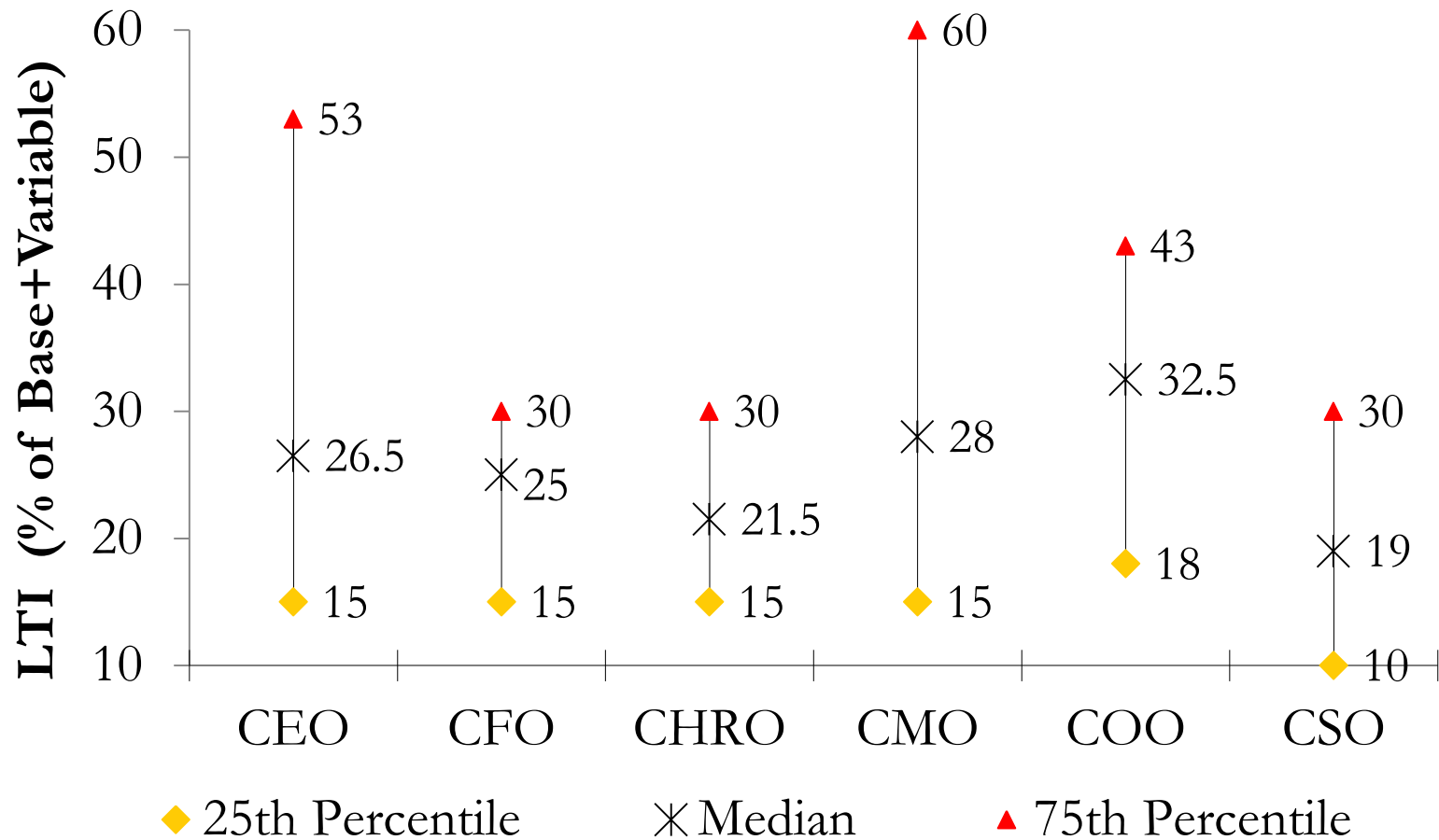
Insufficient sample size for It, Ites and BFSI sectors

Total Variable Pay (including Bonus, Incentives, and Commission), as % of CTC, 2017-18 : Chief Sales Officer, Sectoral

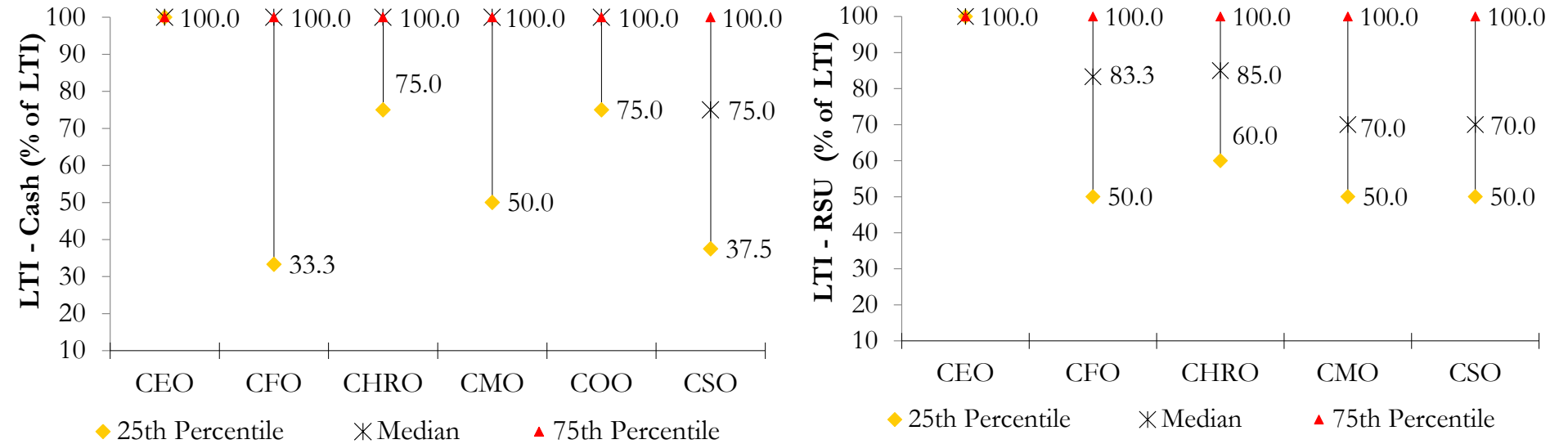


Insufficient sample size for It, Ites and BFSI sectors

Long Term Incentives (as % of Base+Variable pay), 2017-18: Top Management



Components of LTI (as % LTI), 2017-18: Top Management

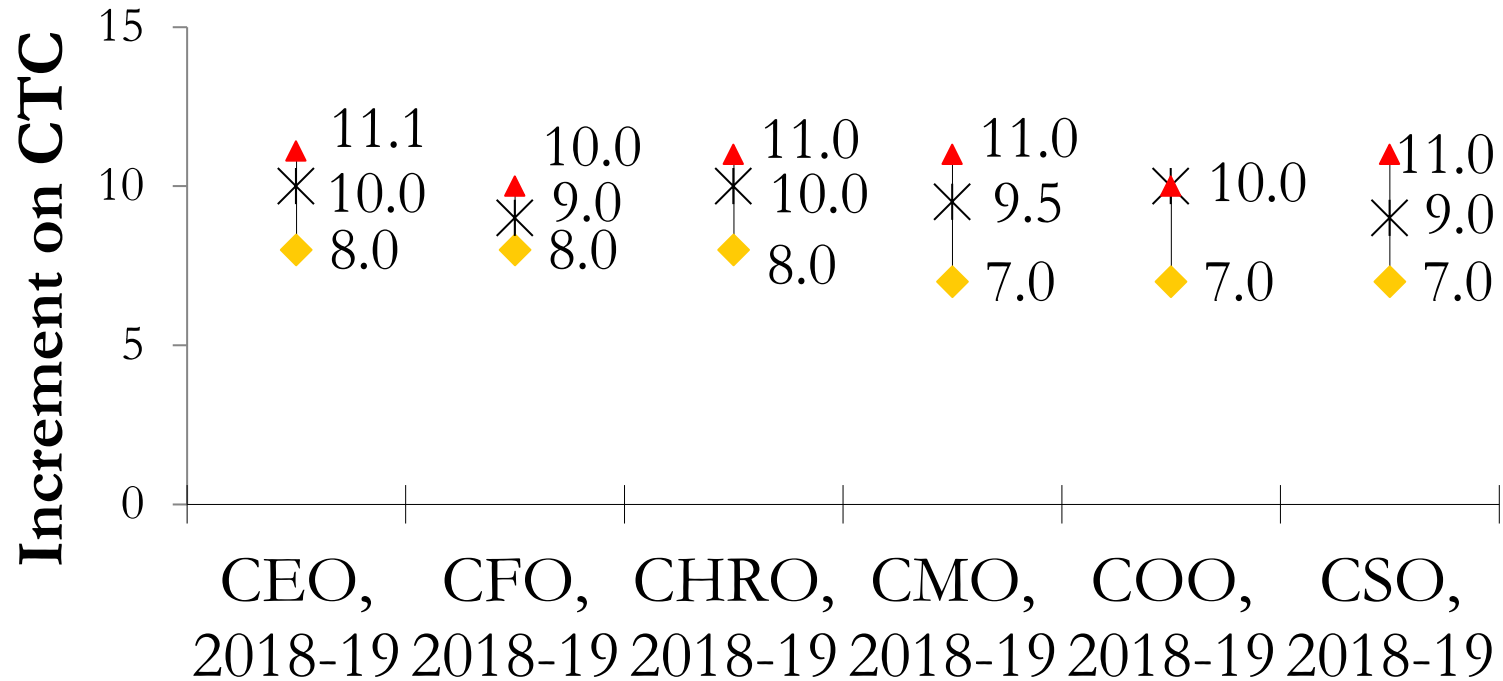


Insufficient sample size for ESOPs – as % of LTI

Increments: Top Management

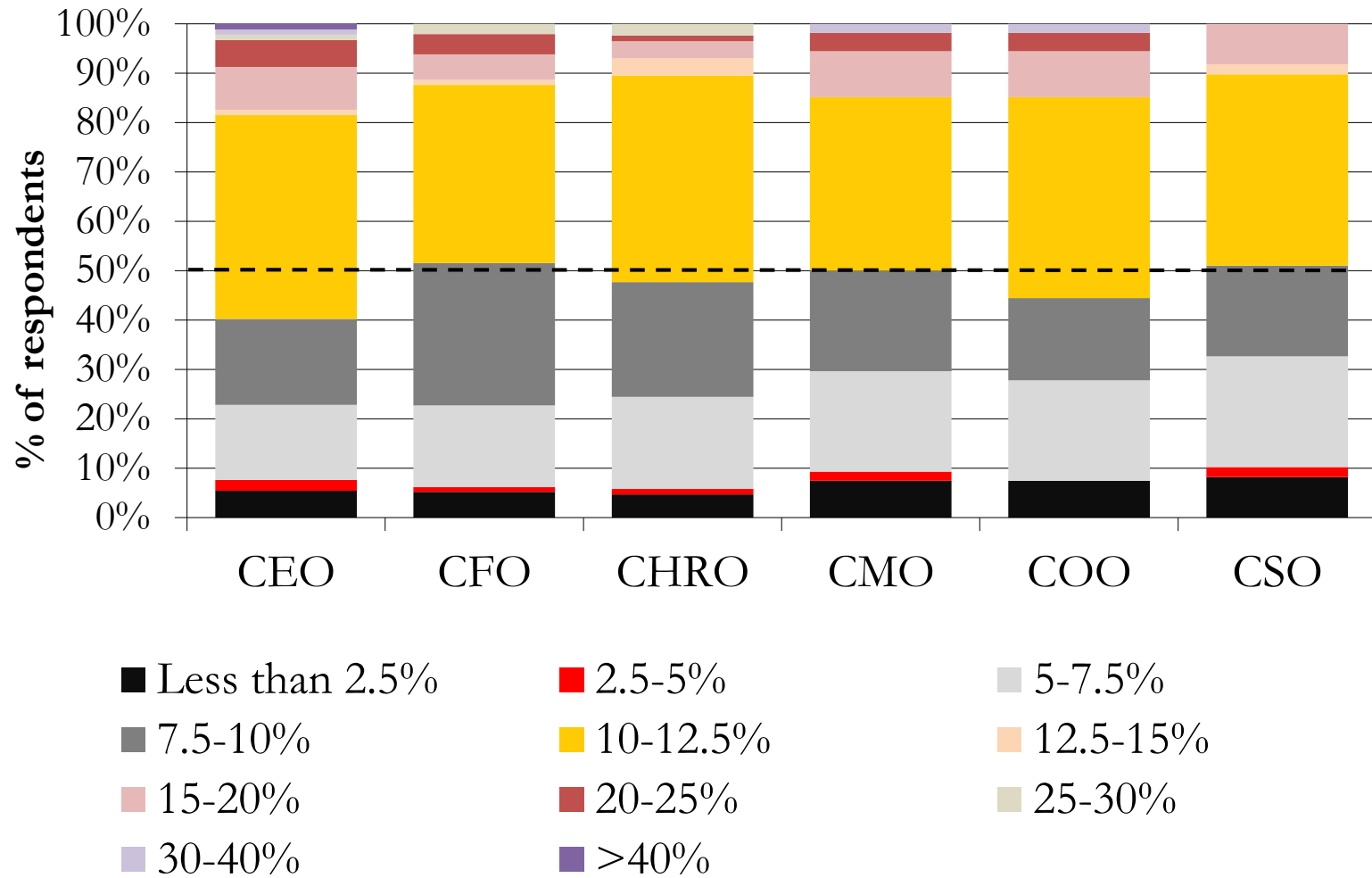


Increment in CTC, 2018-19: Top Management

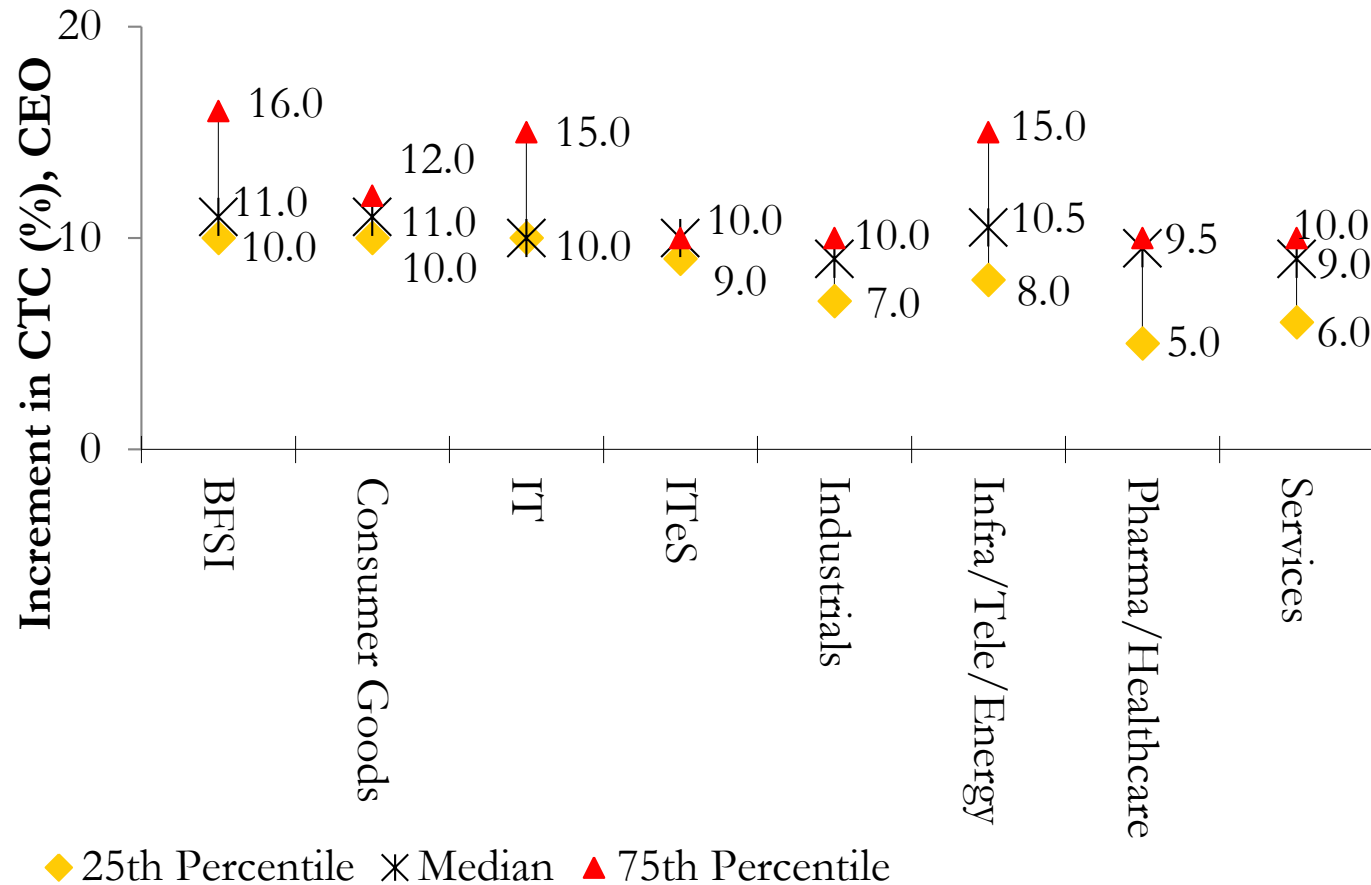


◆ 25th Percentile * Median ▲ 75th Percentile

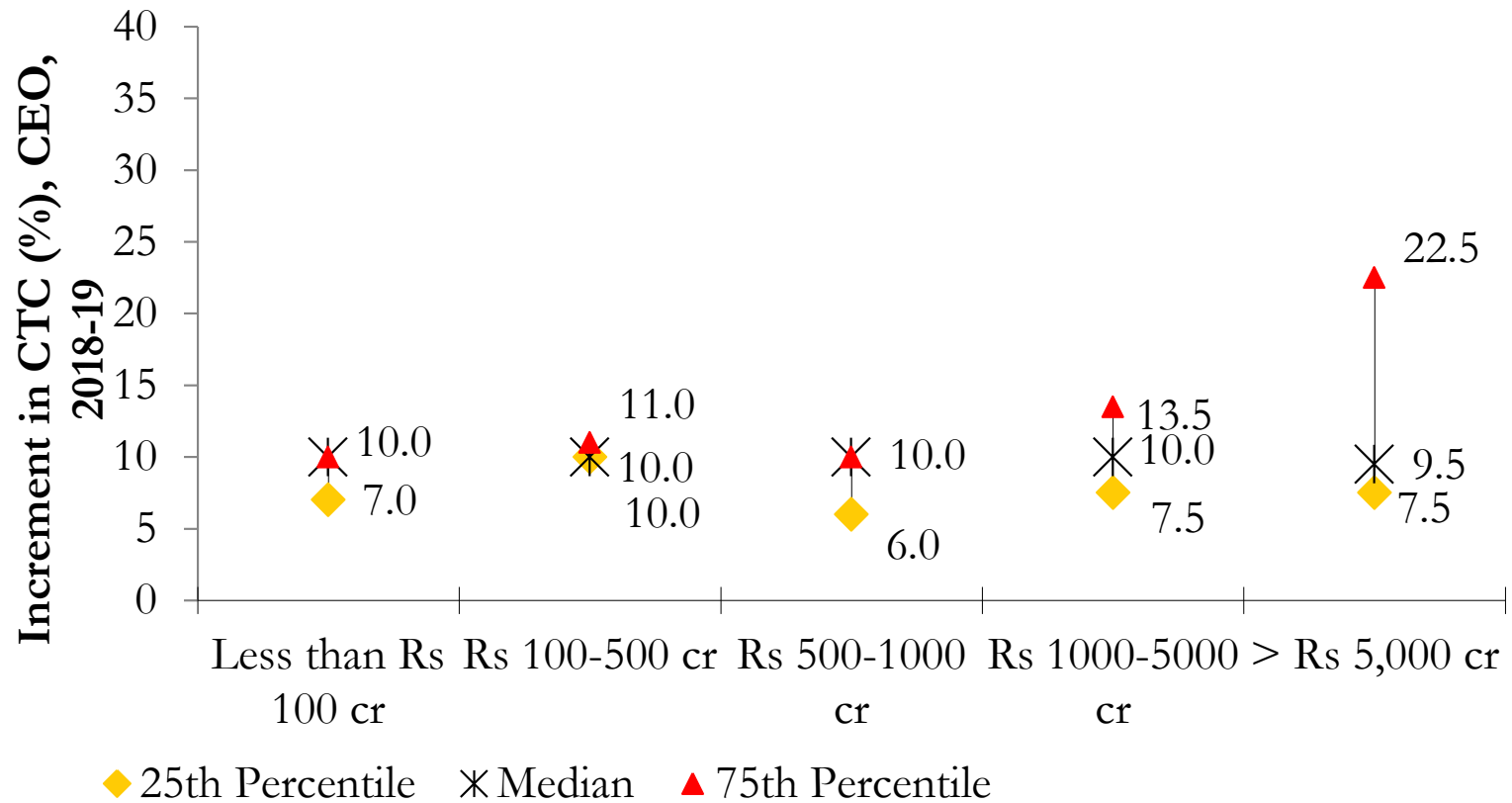
Increment in CTC, 2018-19: Top Management



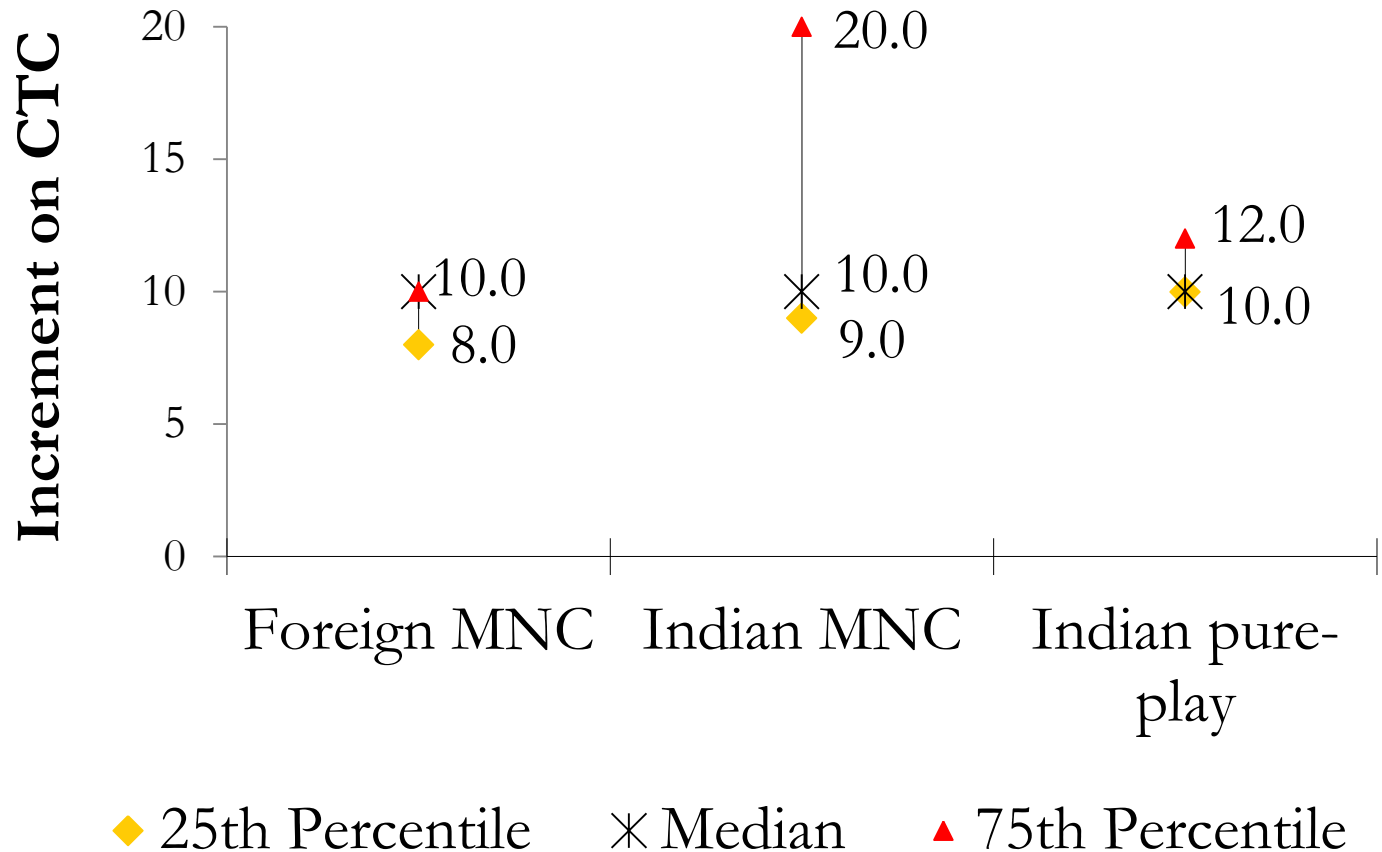
Increment in CTC: CEO/MD/Country Manager, Sectoral



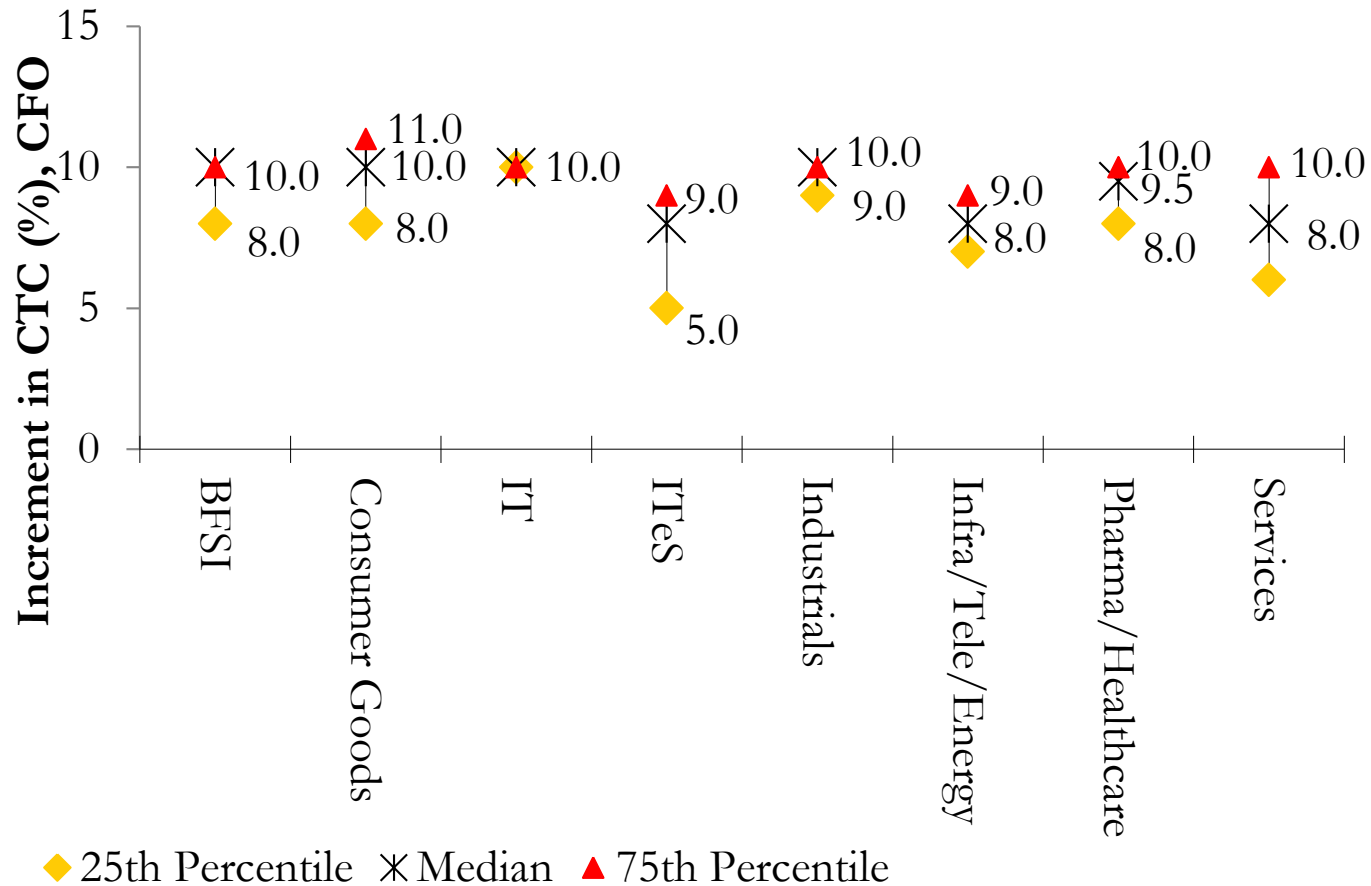
Increment in CTC: CEO/MD/Country Manager, By company turnover



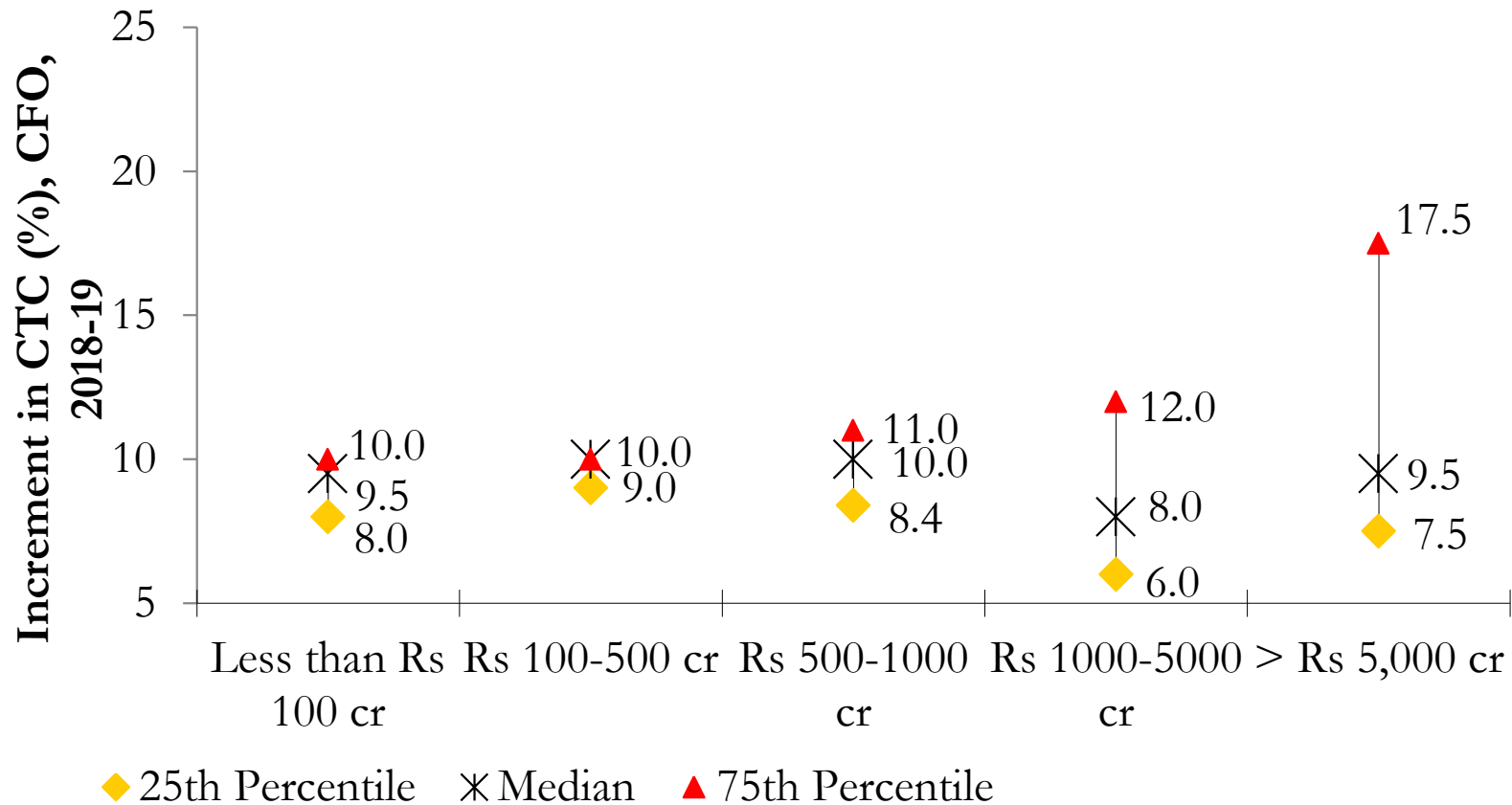
Increment in CTC: CEO/MD/Country Manager, By company ownership



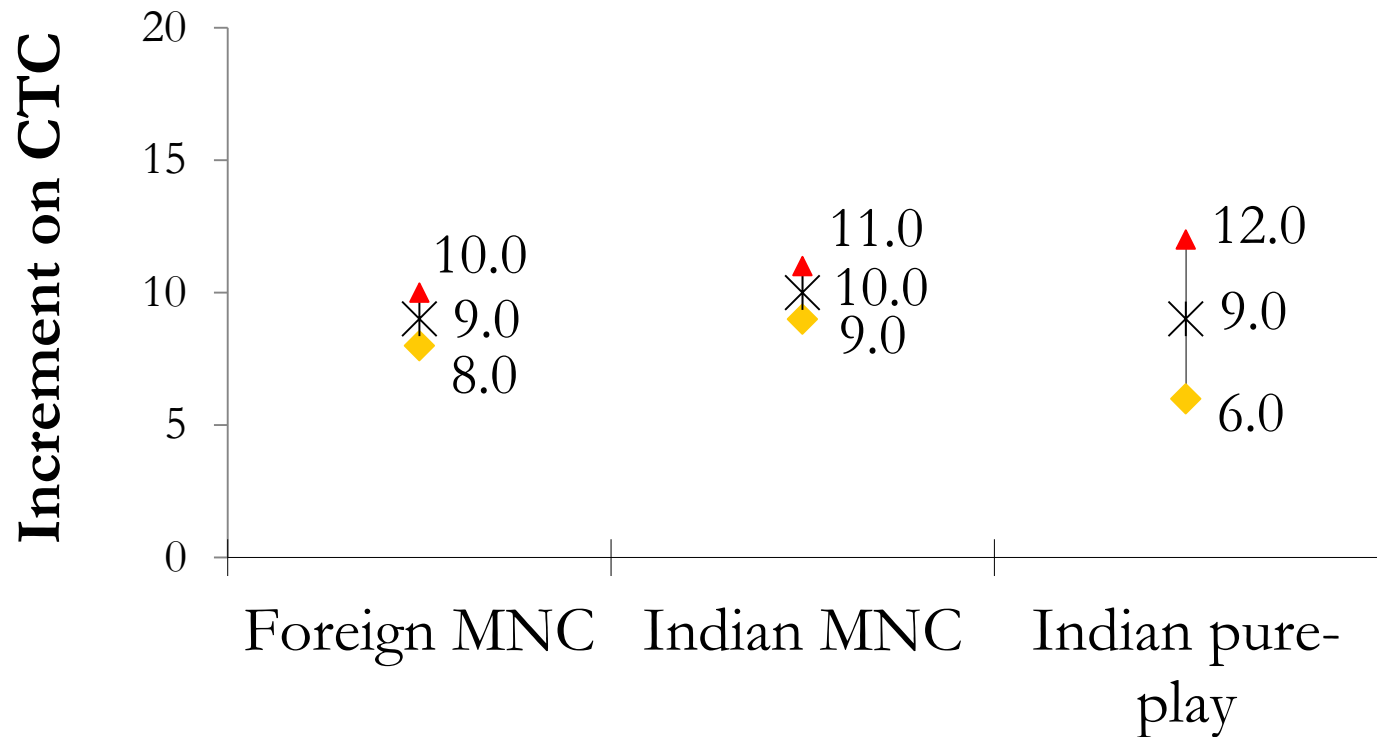
Increment in CTC: CFO/Director Finance, Sectoral



Increment in CTC: CFO/Director Finance, By company turnover

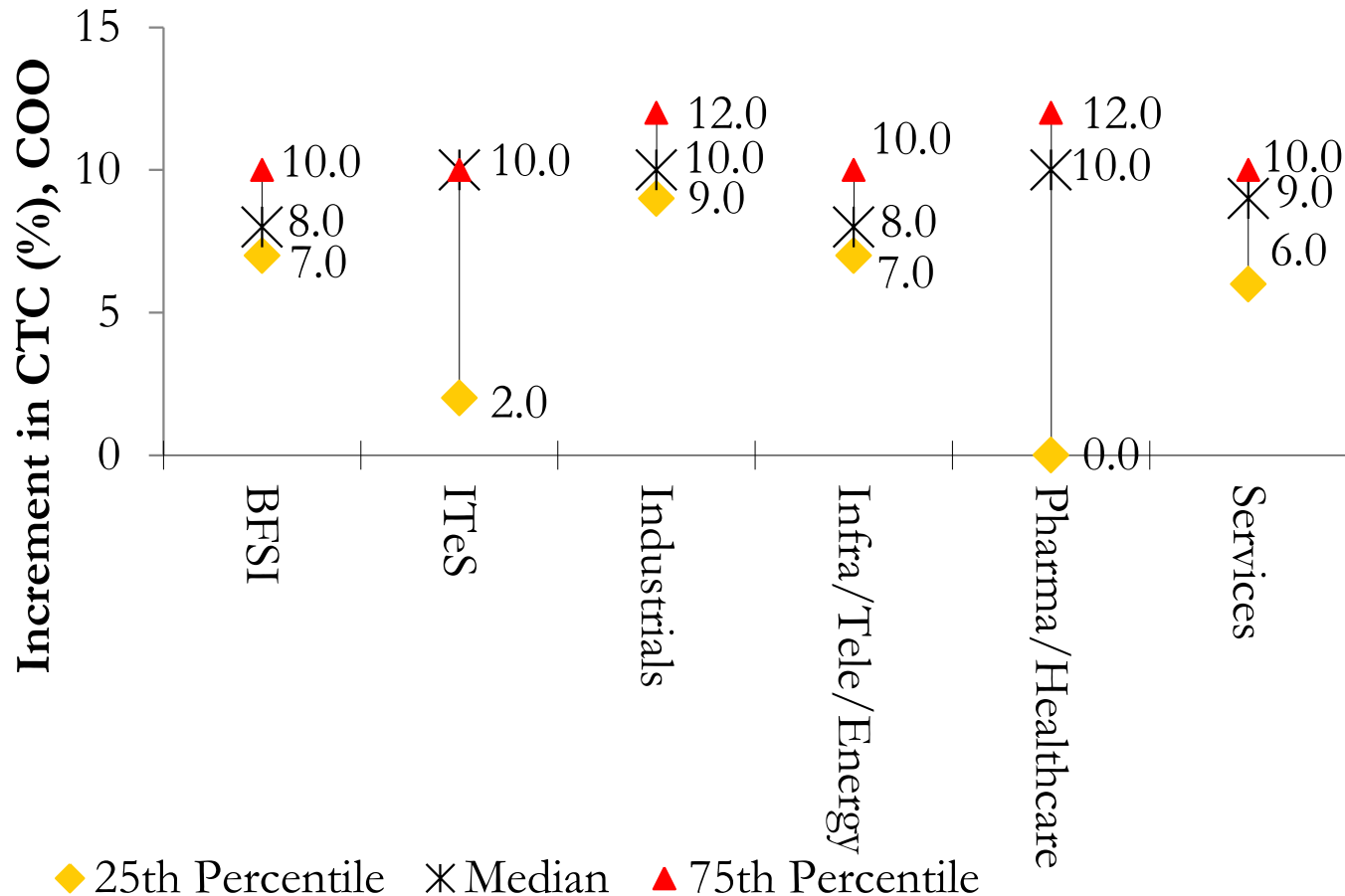


Increment in CTC: CFO/Director Finance, By company ownership

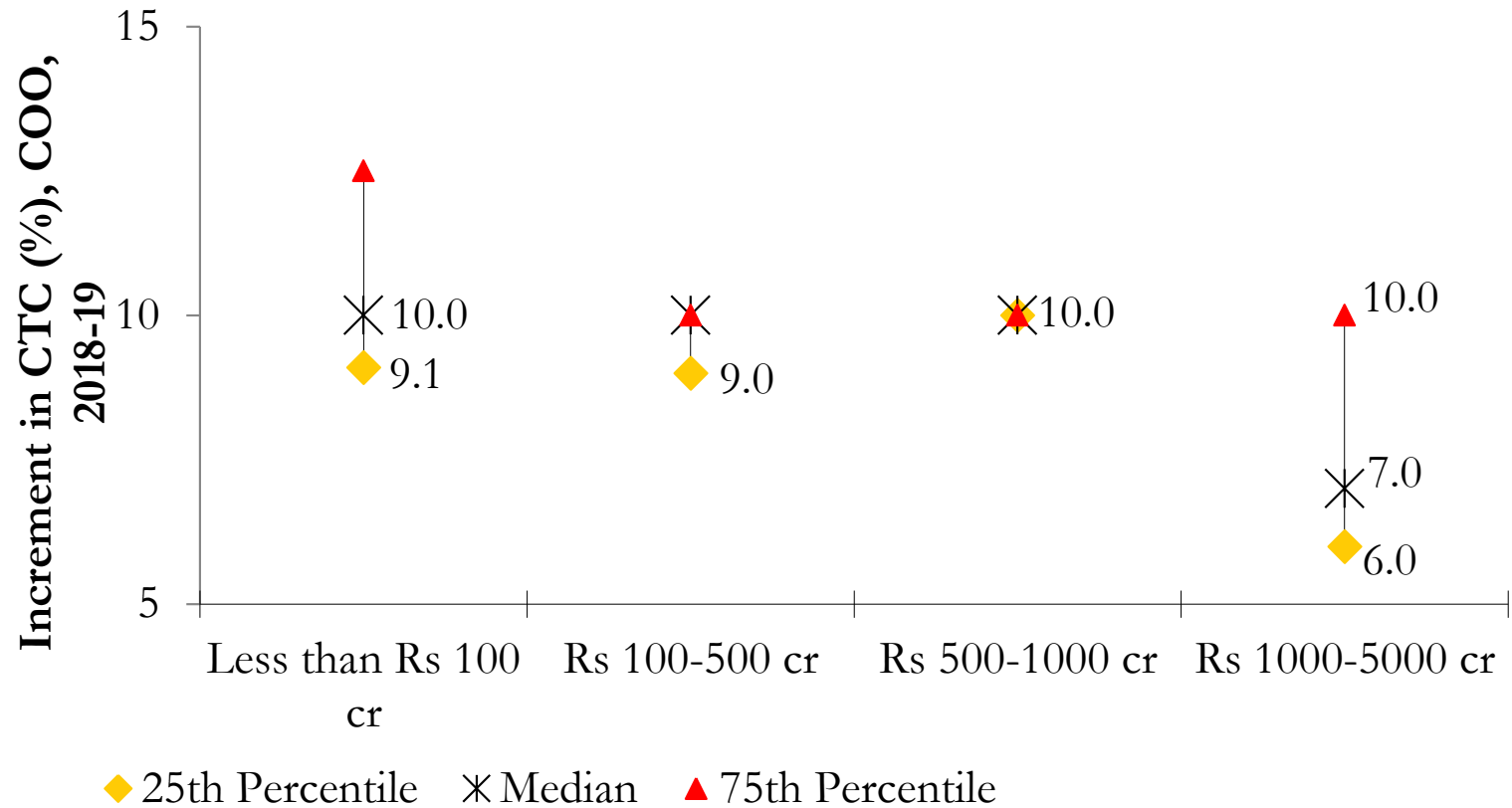


◆ 25th Percentile ✕ Median ▲ 75th Percentile

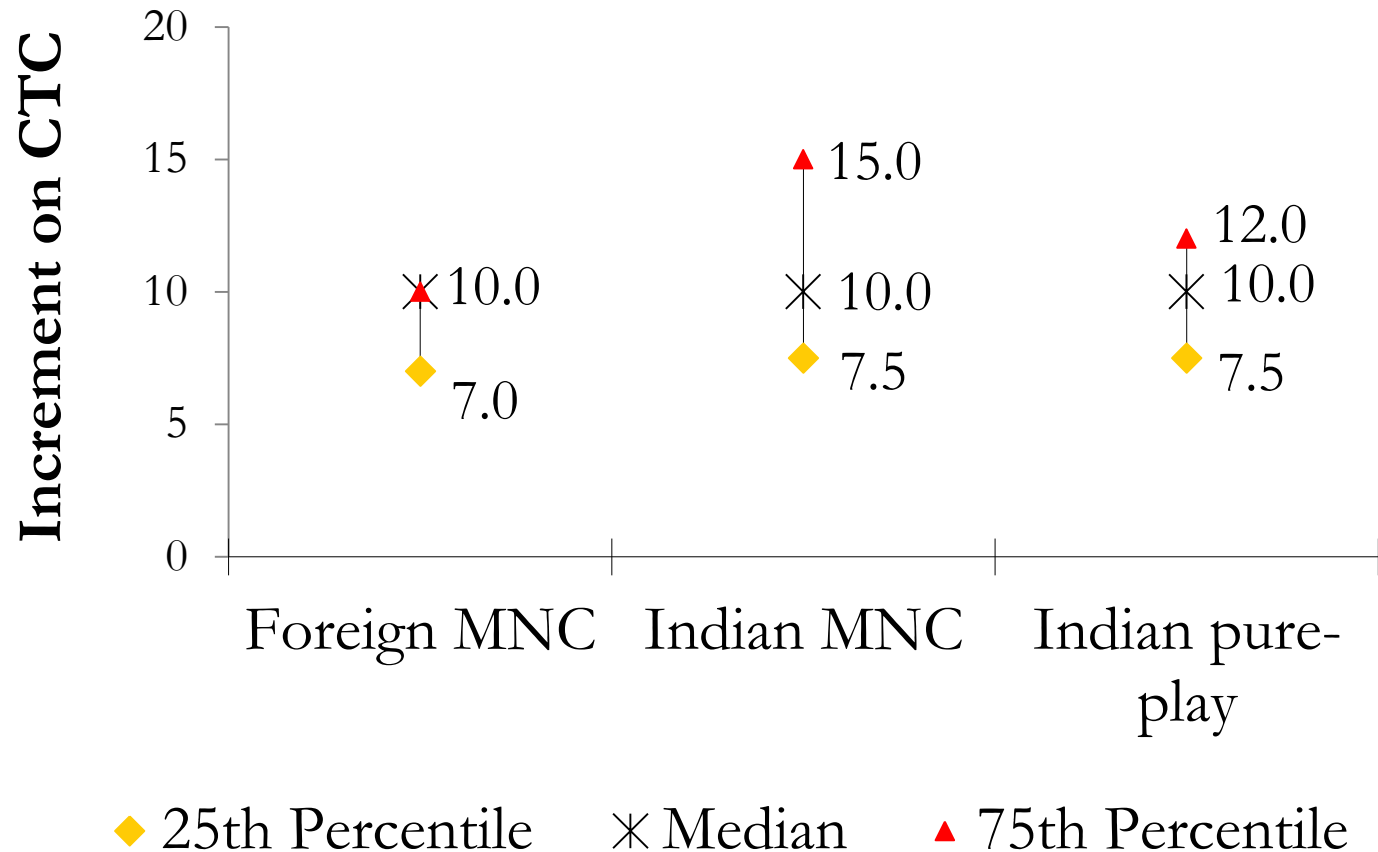
Increment in CTC: Chief Operating Officer, Sectoral



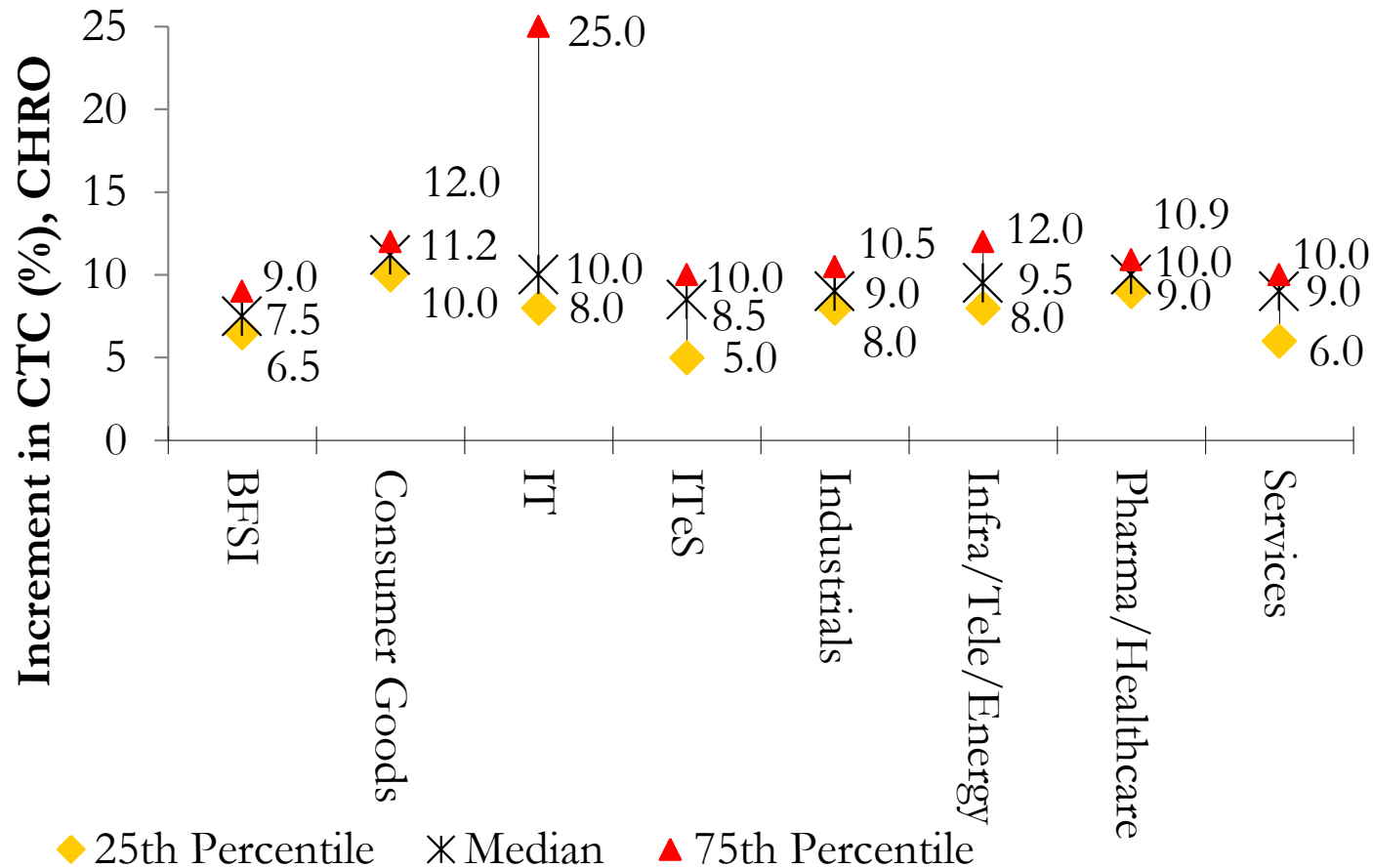
Increment in CTC: Chief Operating Officer, By company turnover



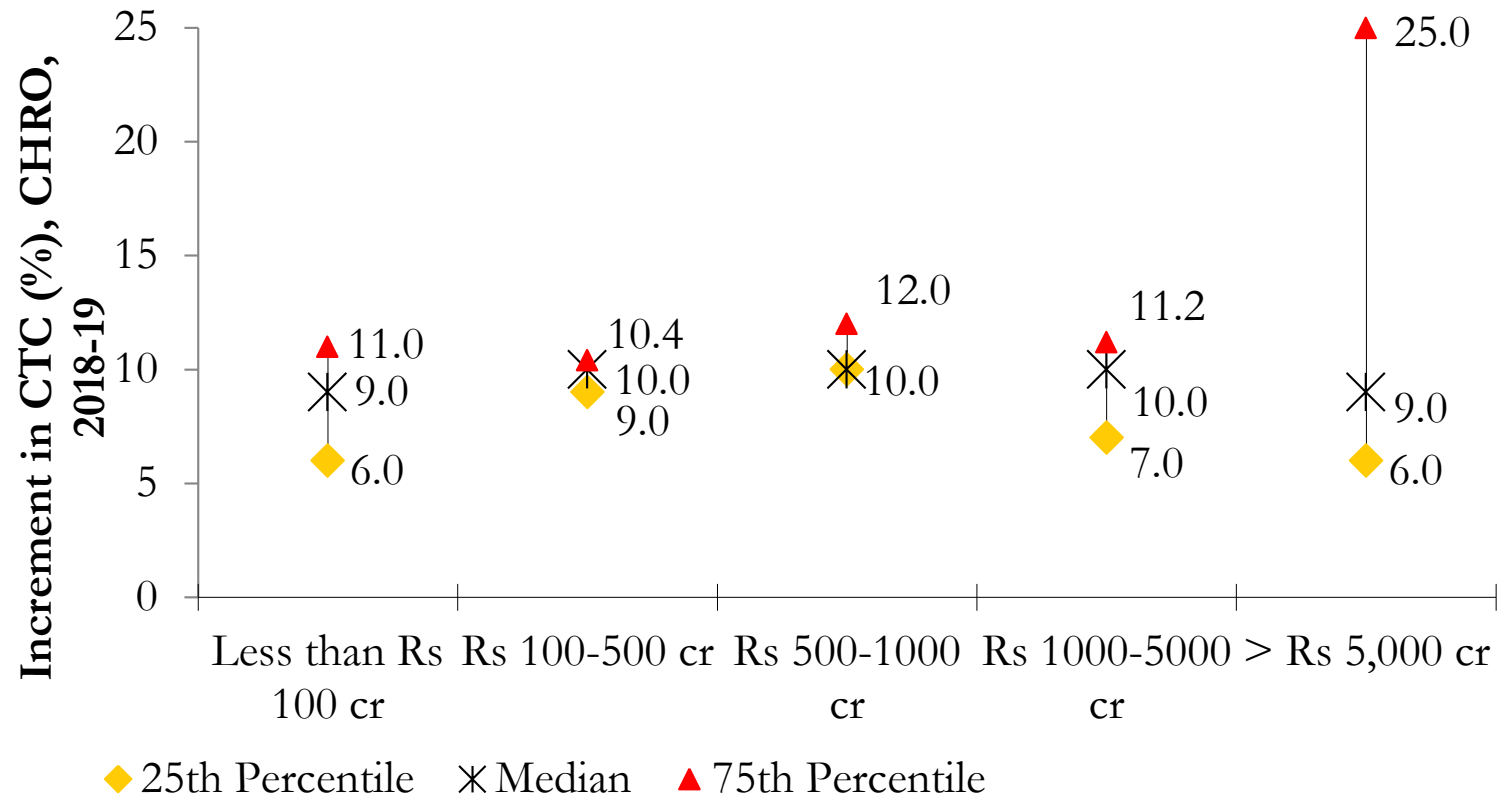
Increment in CTC: Chief Operating Officer, By company ownership



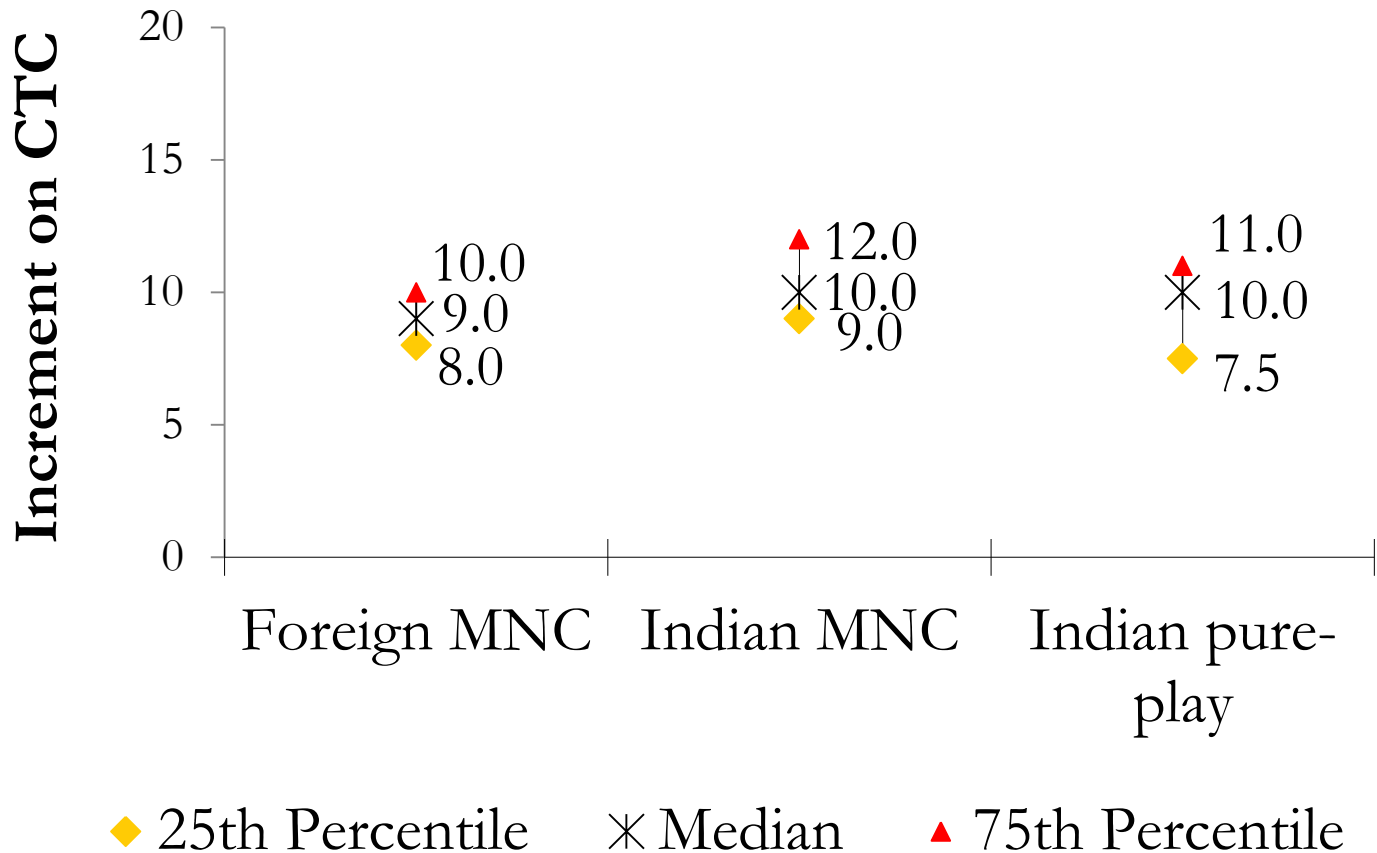
Increment in CTC: HR Head, Sectoral



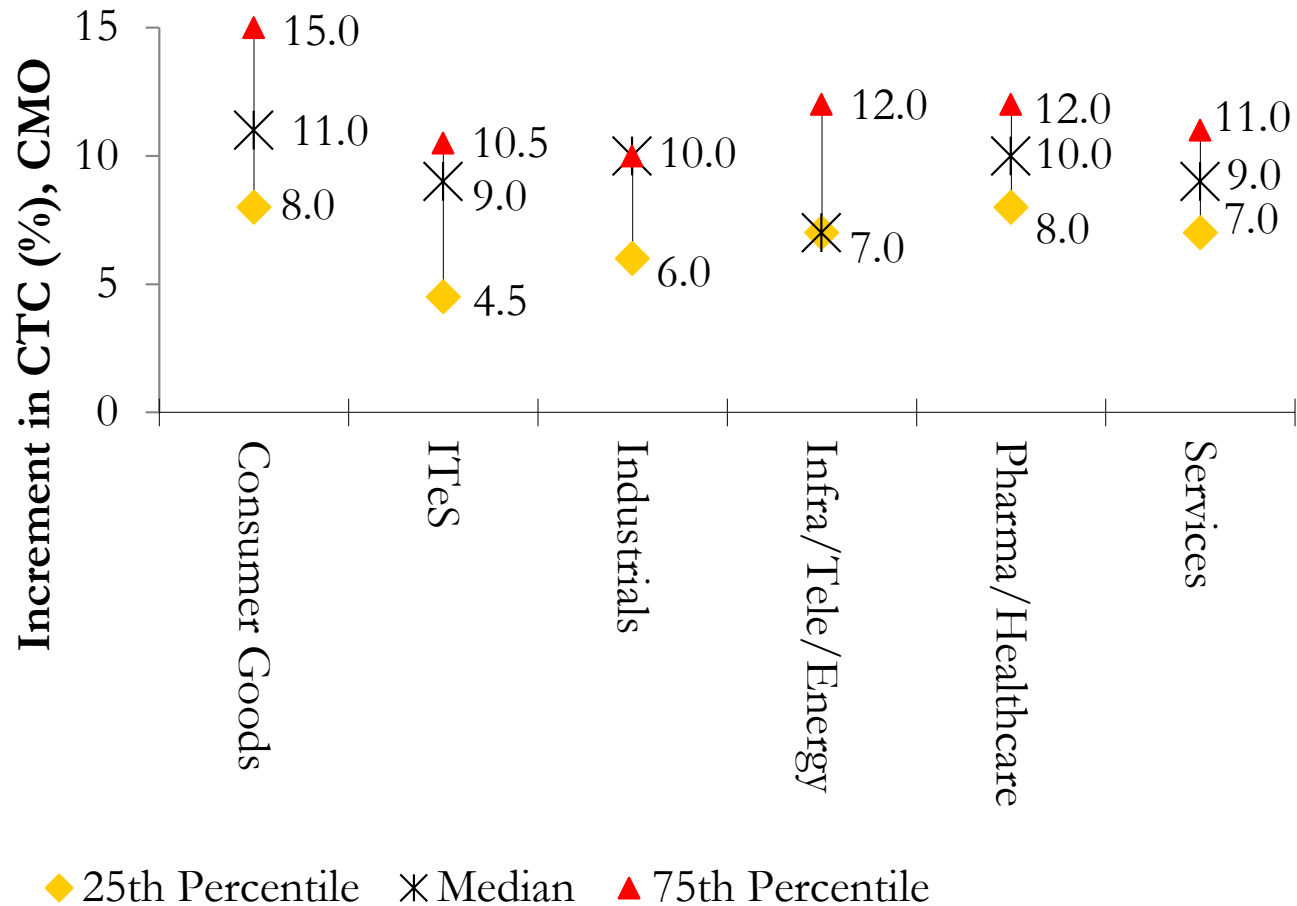
Increment in CTC: HR Head, By company turnover



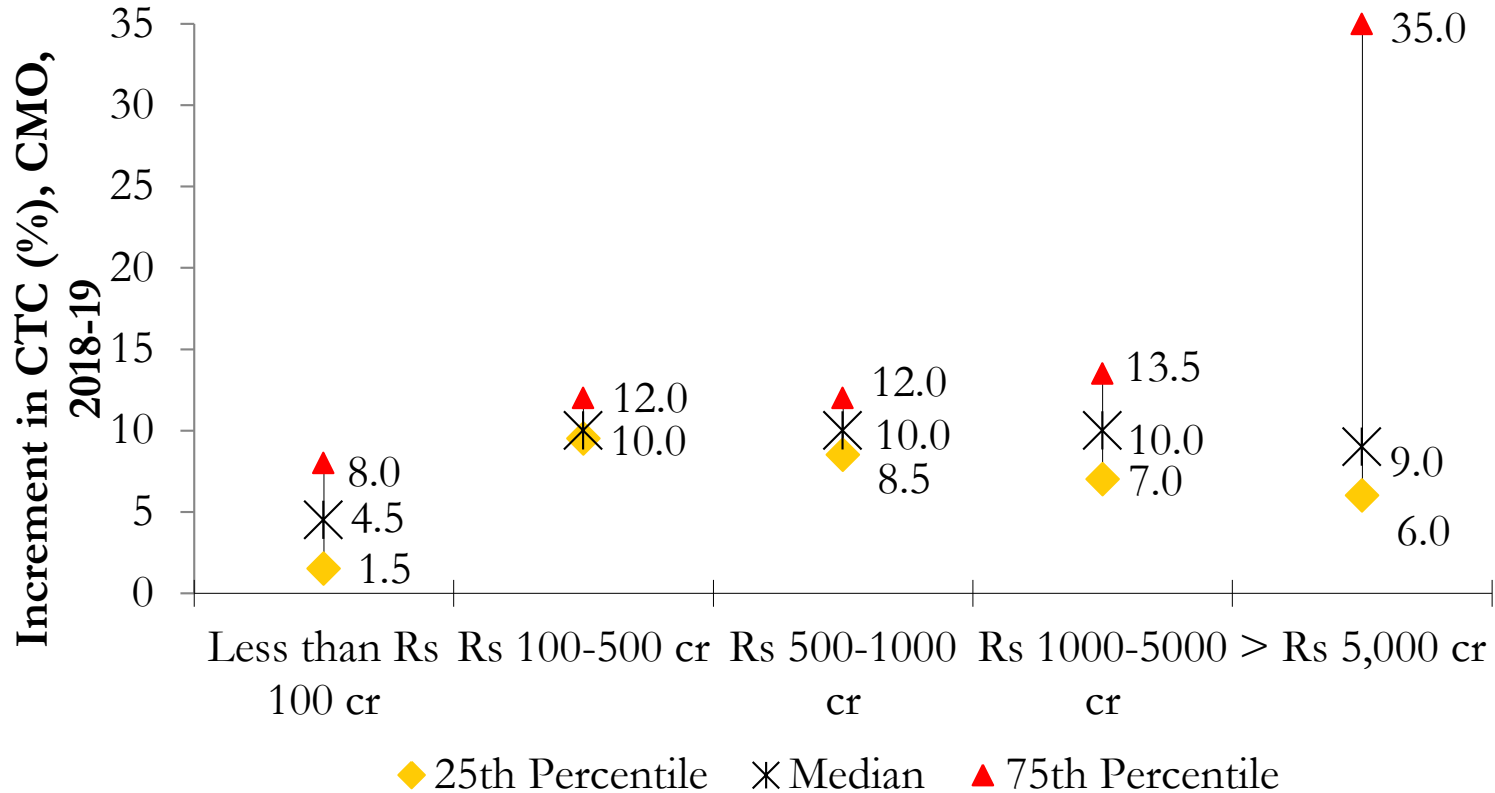
Increment in CTC: HR Head, By company ownership



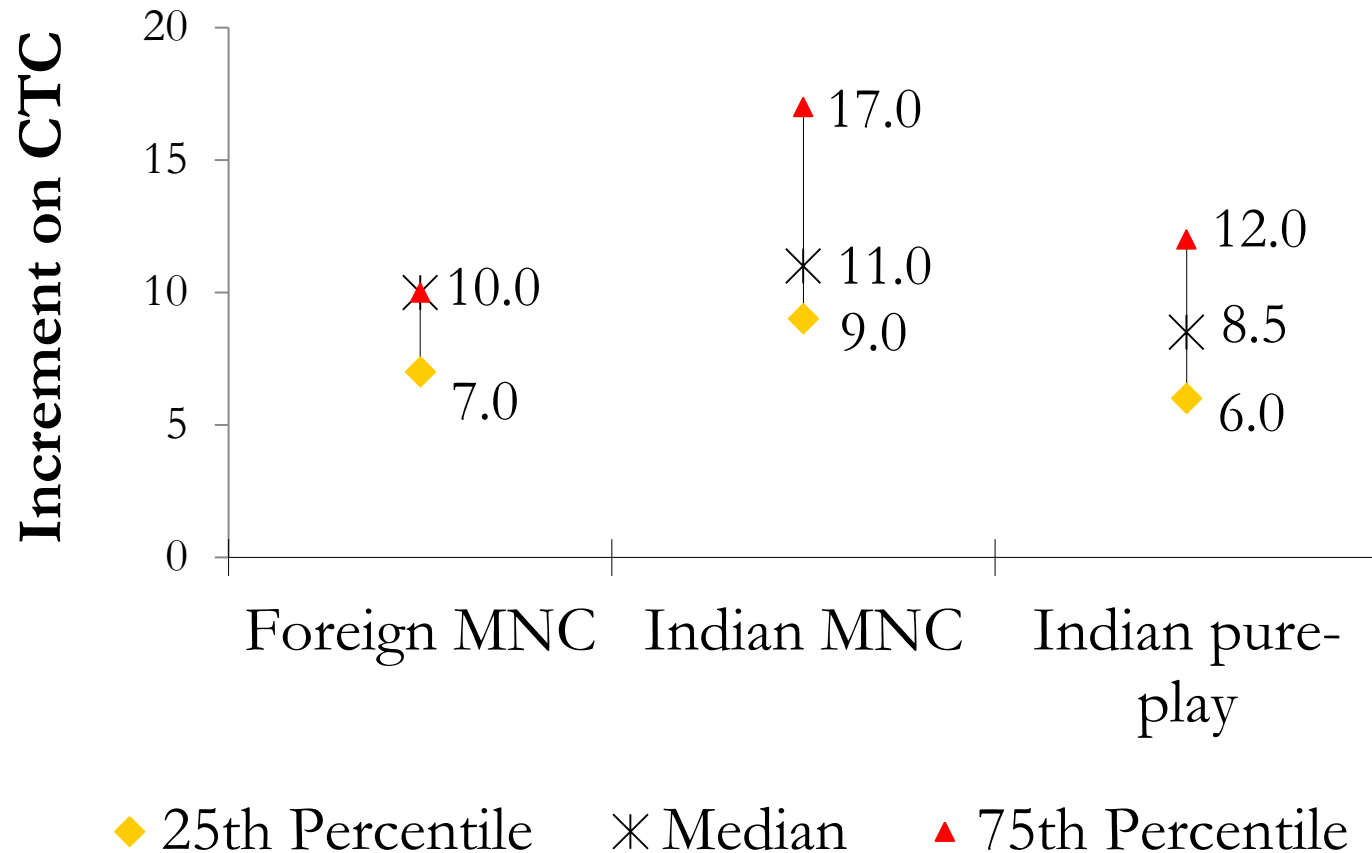
Increment in CTC: Chief Marketing Officer, Sectoral



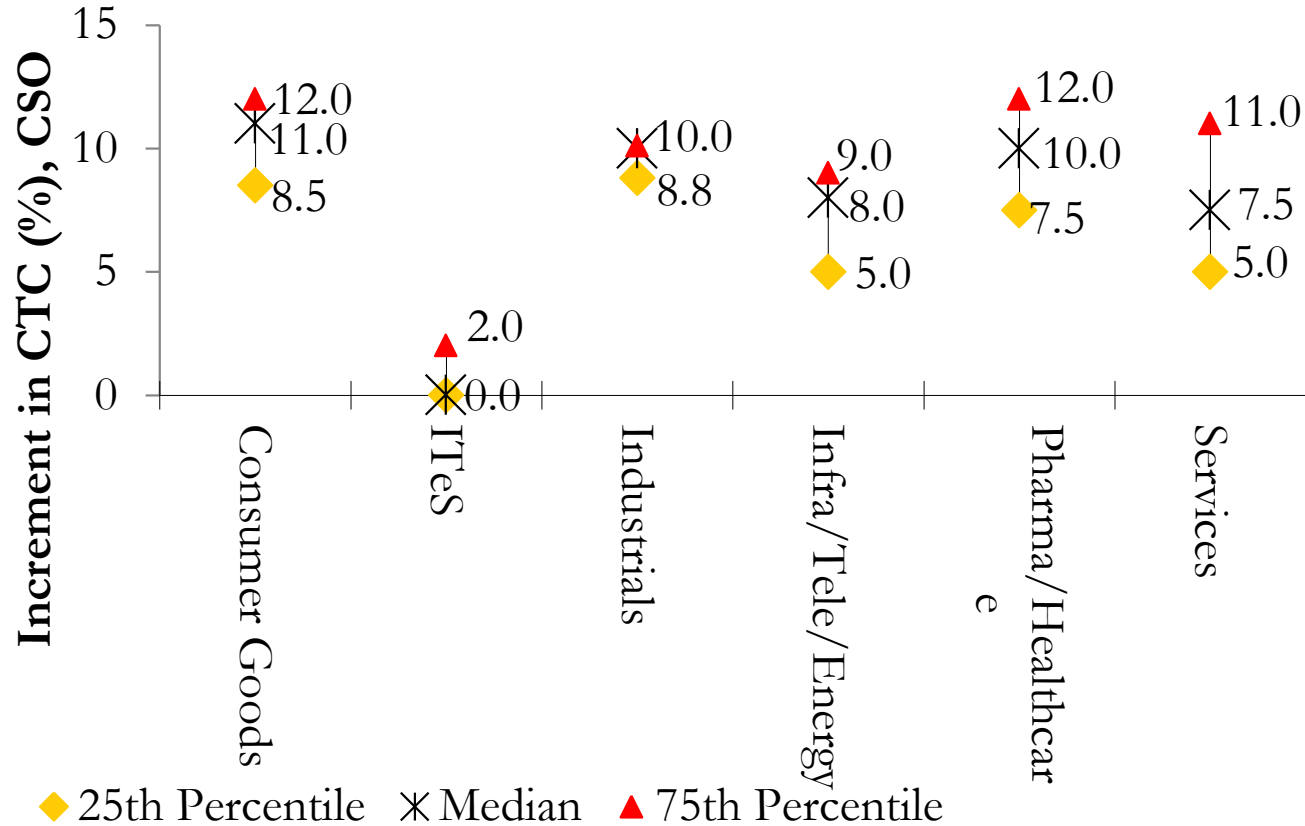
Increment in CTC: Chief Marketing Officer, By company turnover



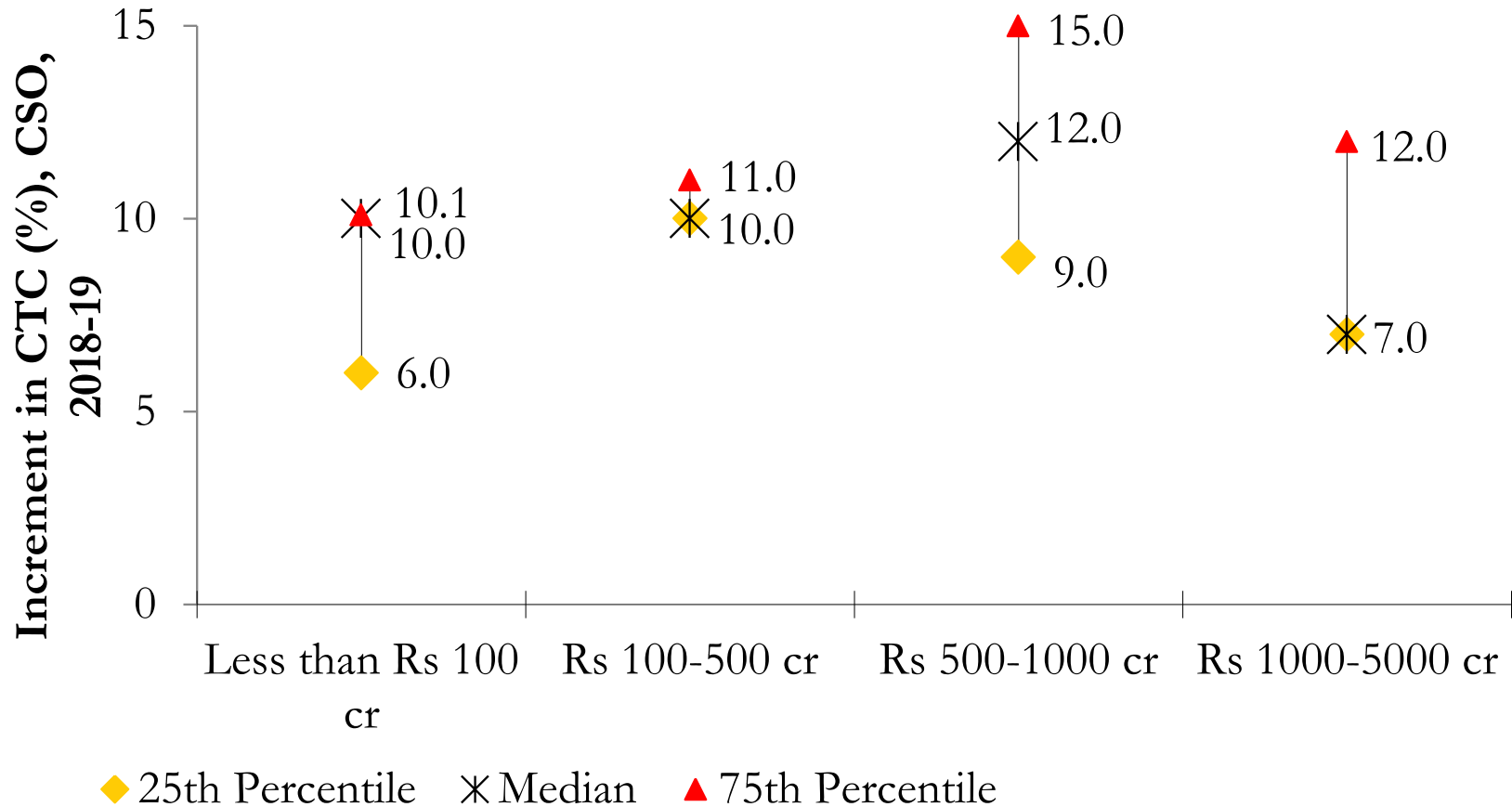
Increment in CTC: Chief Marketing Officer, By company ownership



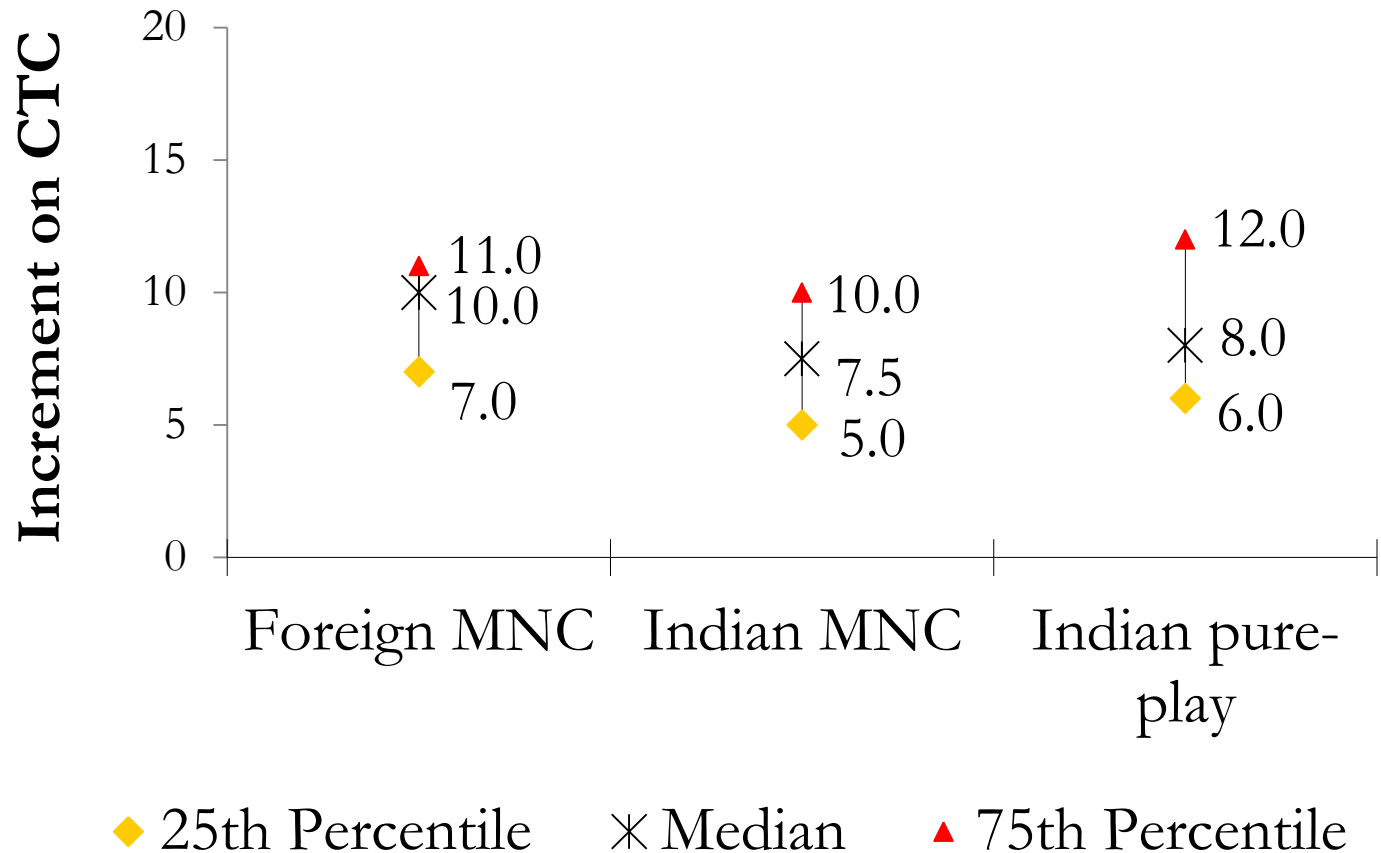
Increment in CTC: Chief Sales Officer, Sectoral



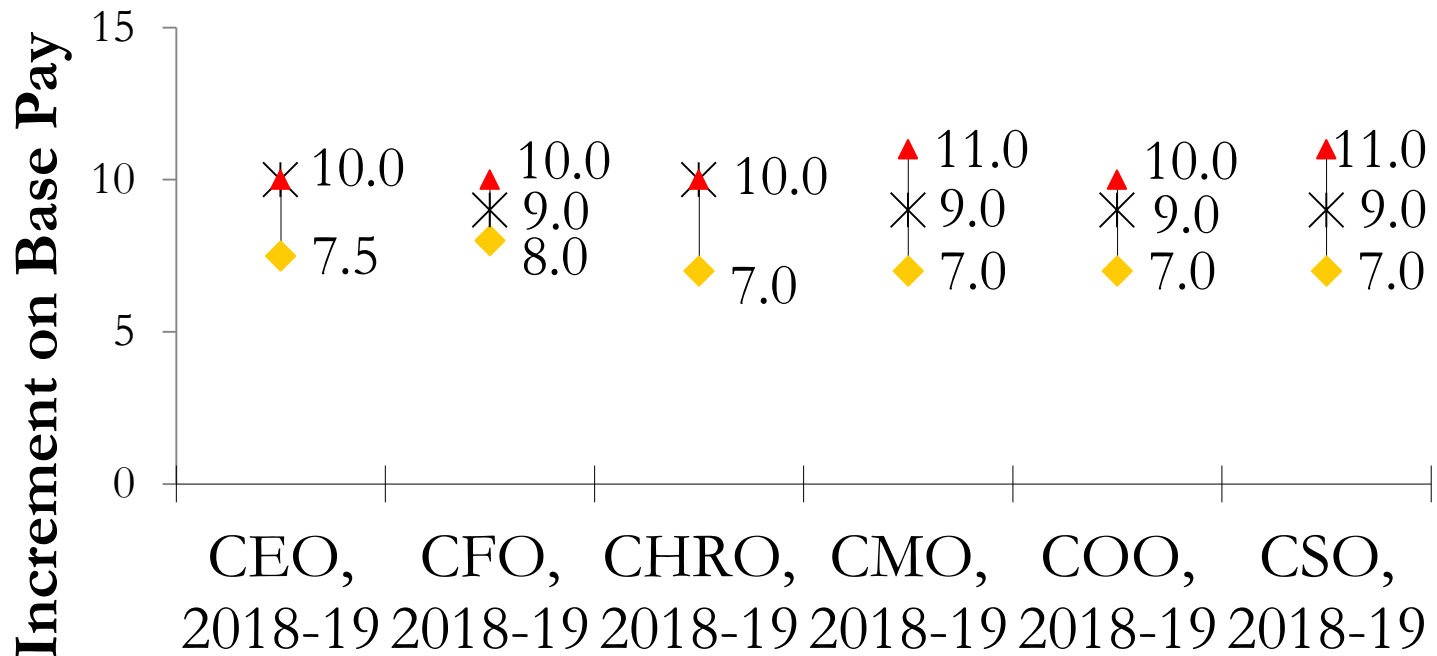
Increment in CTC: Chief Sales Officer, By company turnover



Increment in CTC: Chief Sales Officer, By company ownership

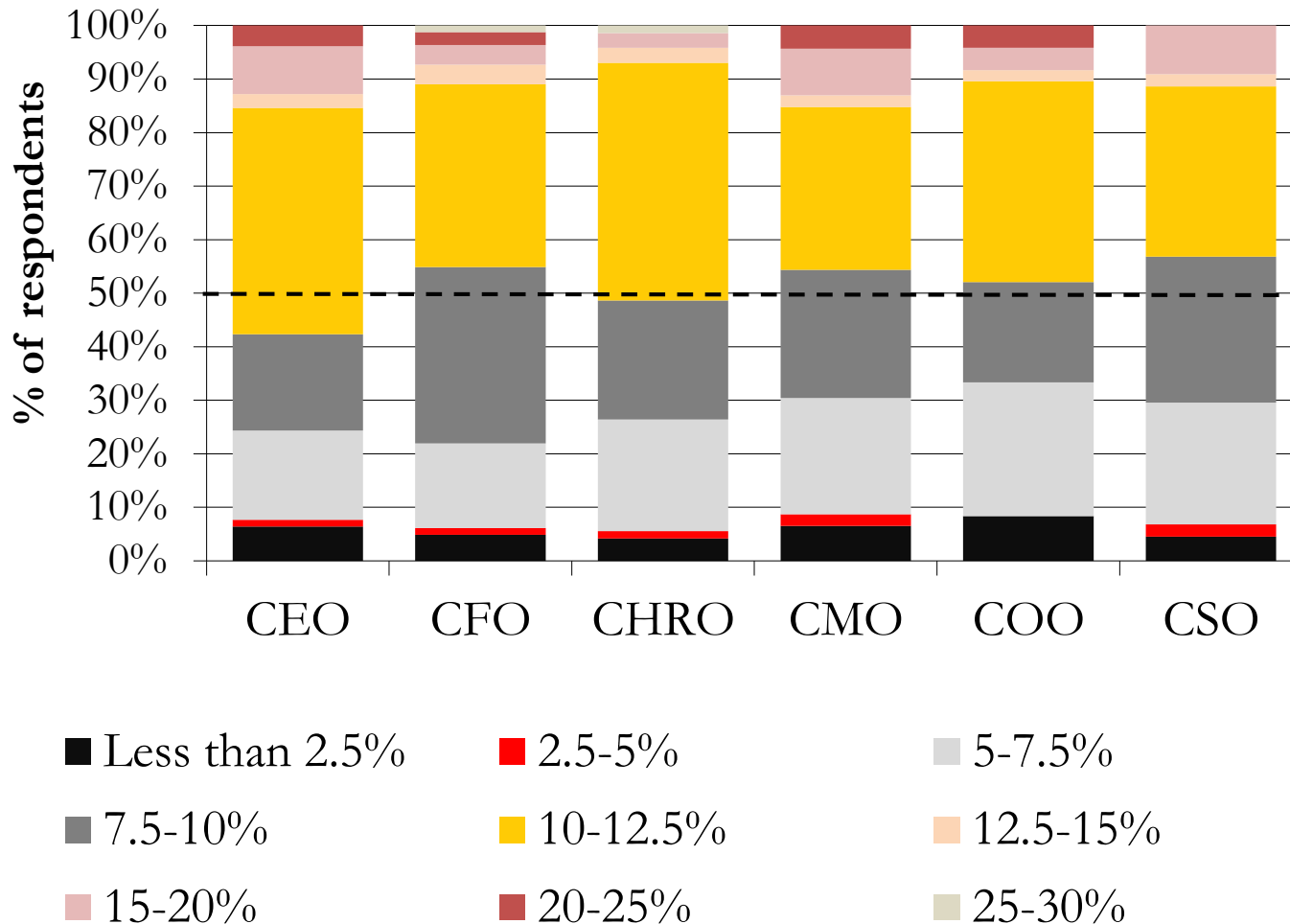


Increment on Base Pay, 2018-19: Top Management

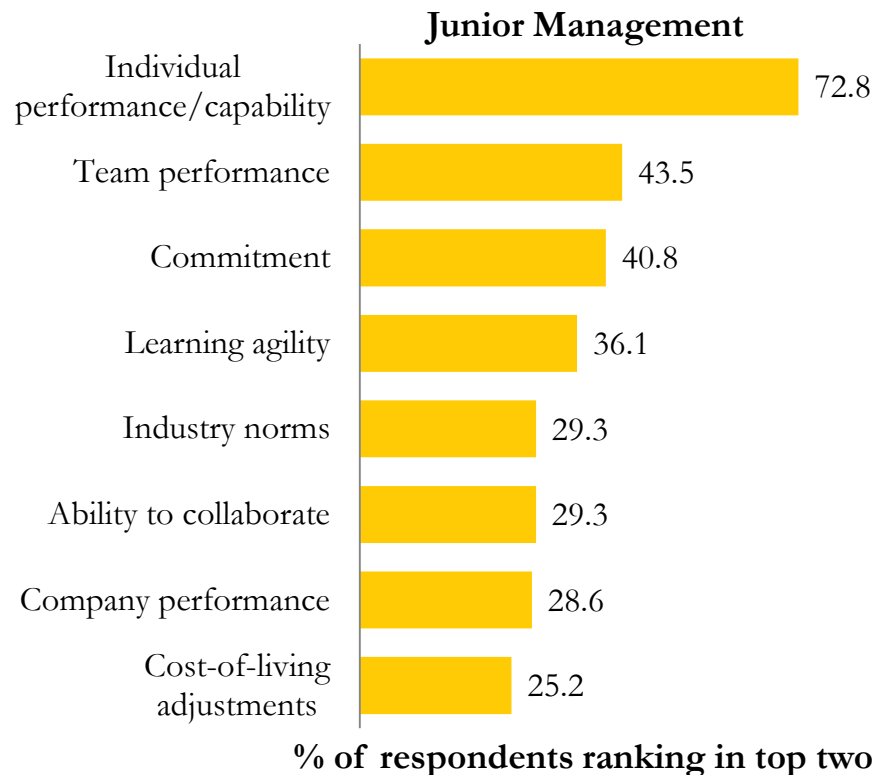


◆ 25th Percentile * Median ▲ 75th Percentile

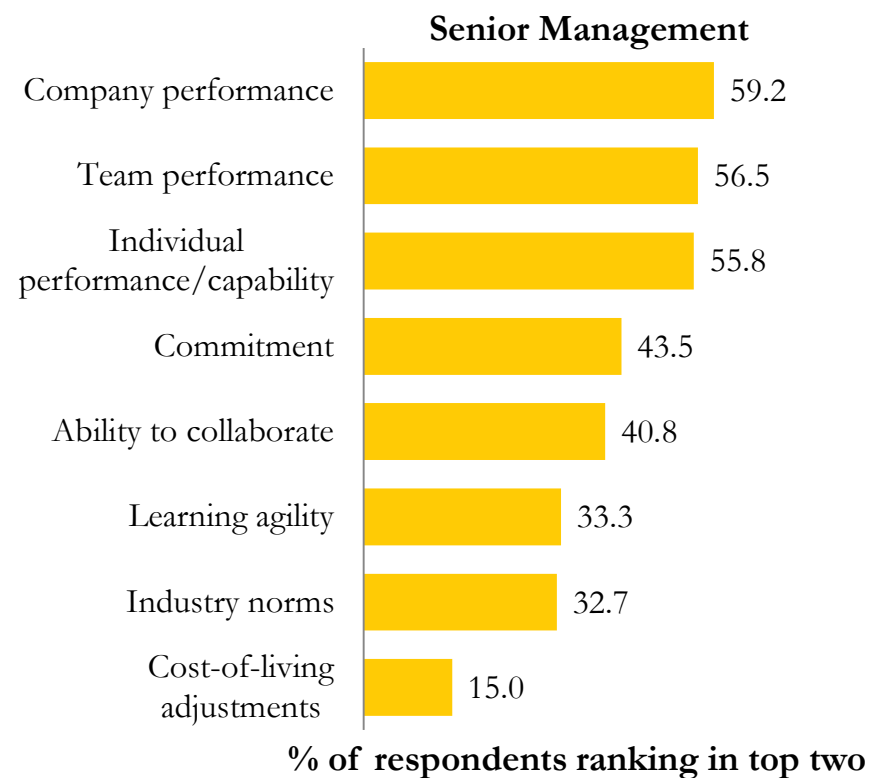
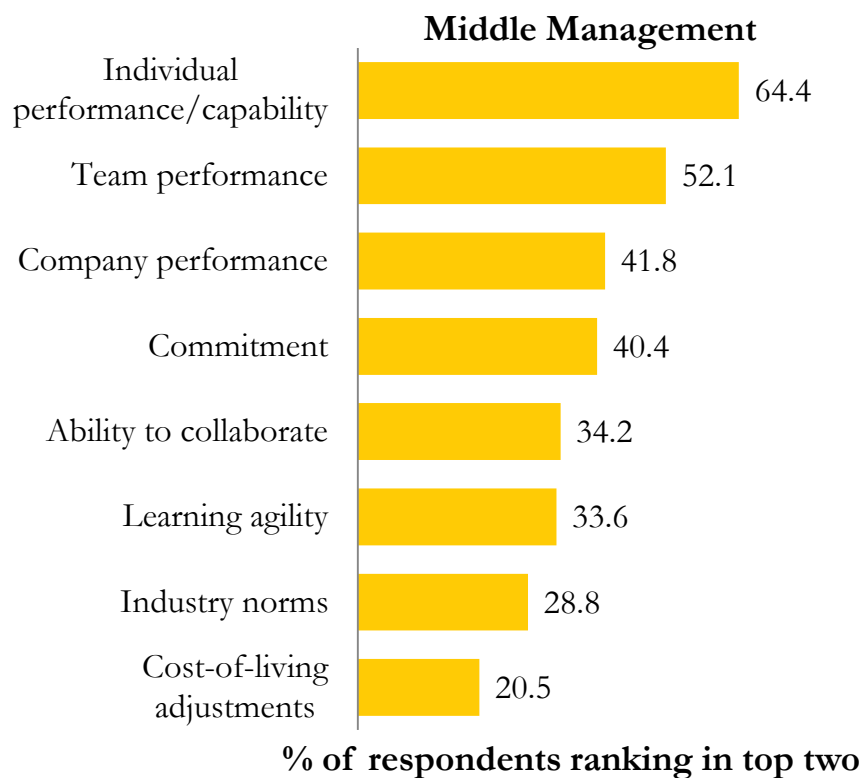
Increment on Base Pay, 2018-19: Top Management



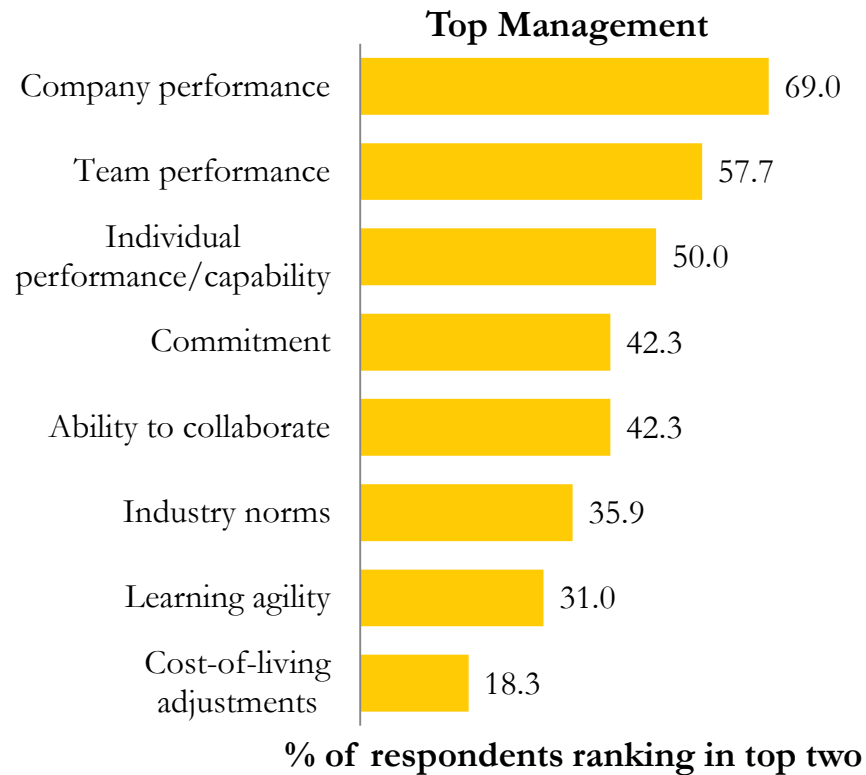
Drivers of compensation increases



Drivers of compensation increases



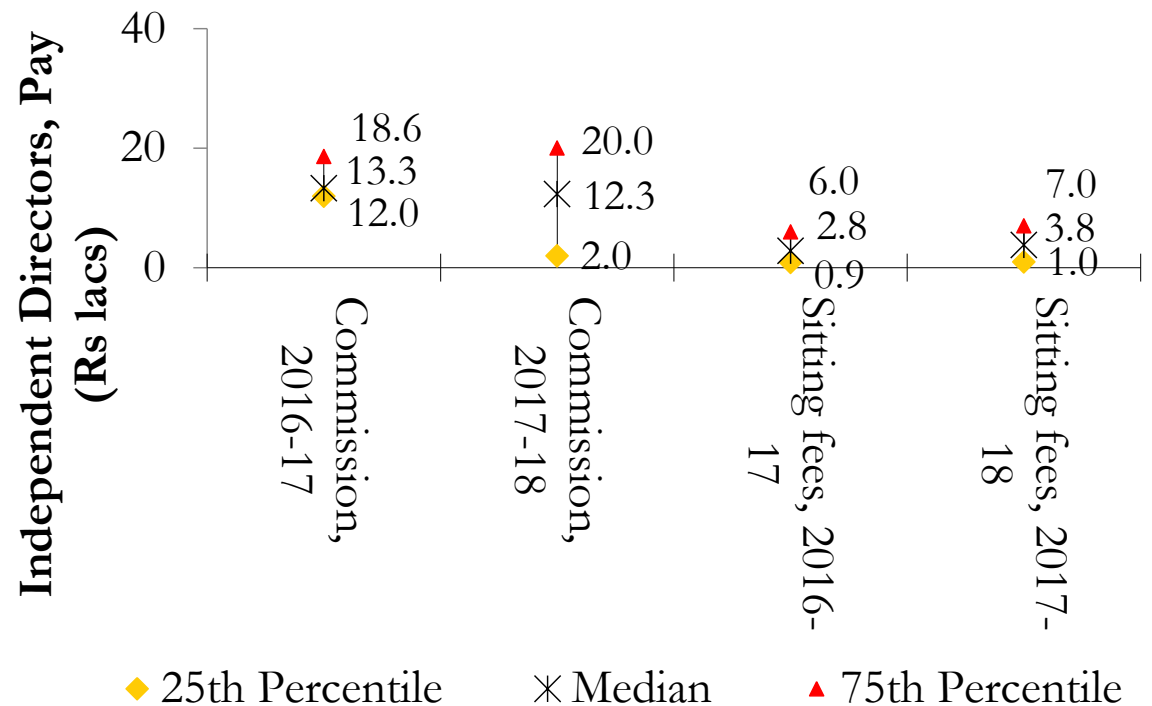
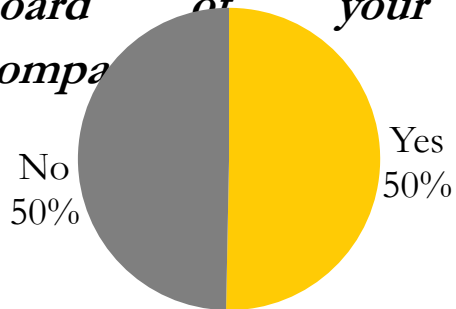
Drivers of compensation increases



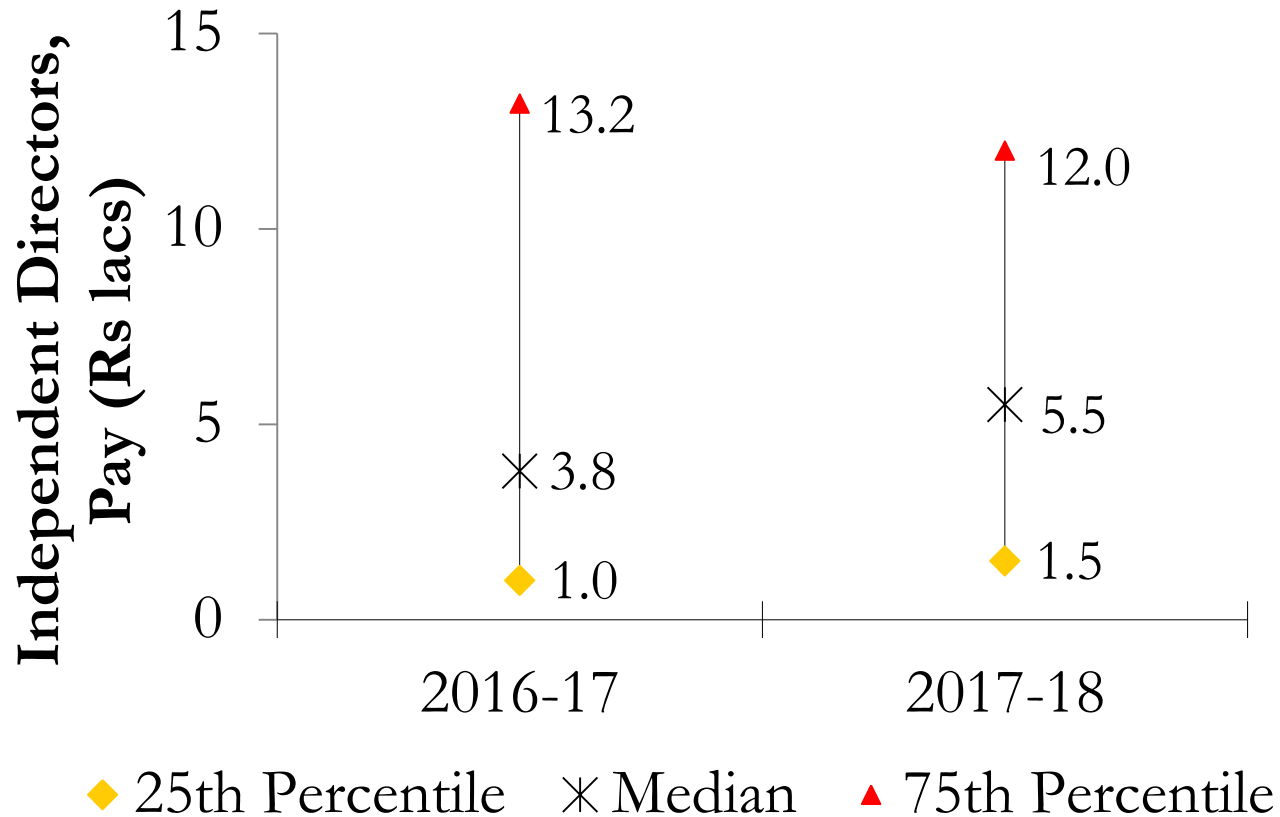
Independent Directors Pay



*Do you have
Independent
Directors on the
board of your
company?*



Independent Directors Pay*



* *Sum of sitting fees and commission*

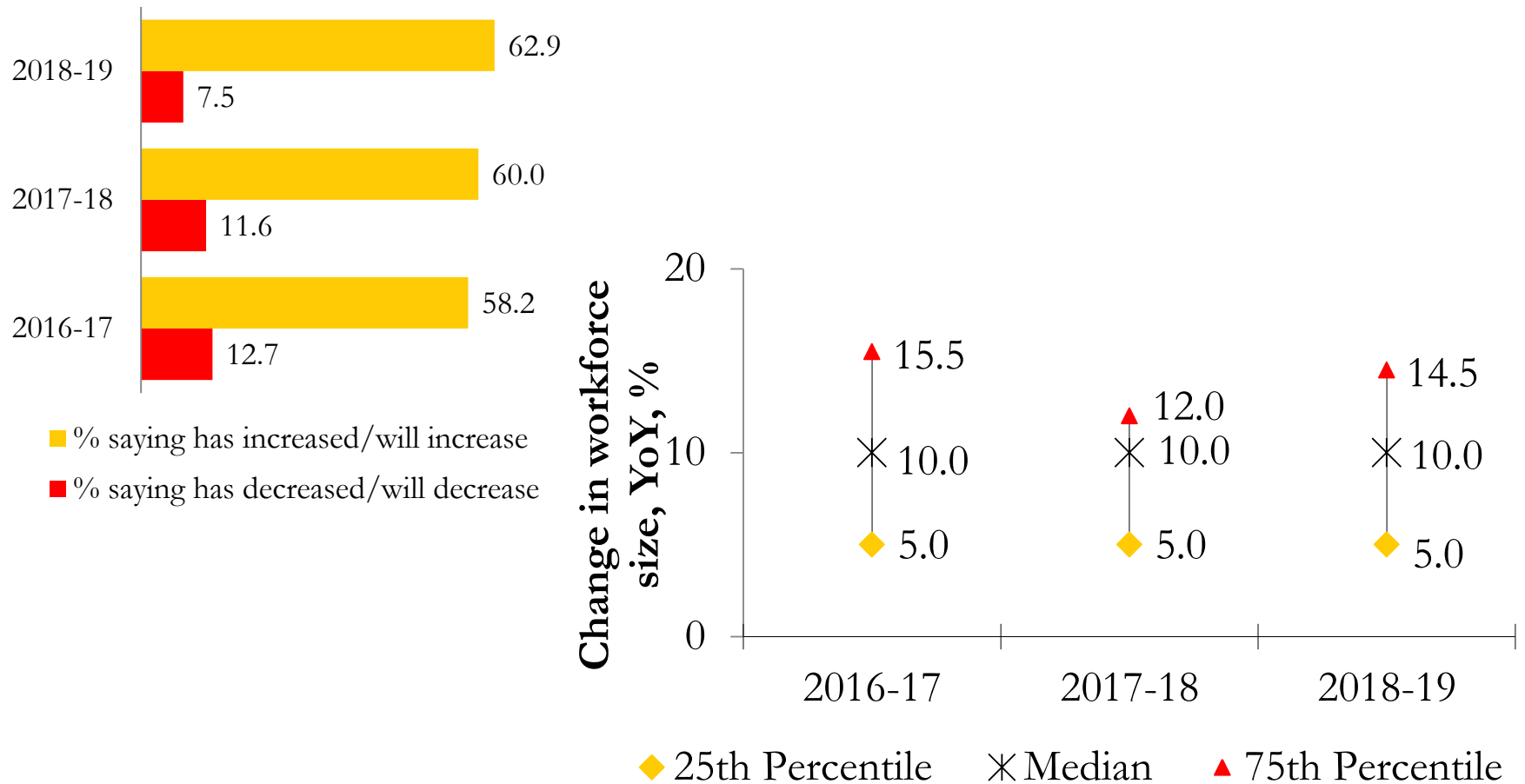
Recruitment



Net (not replacement) hiring pattern



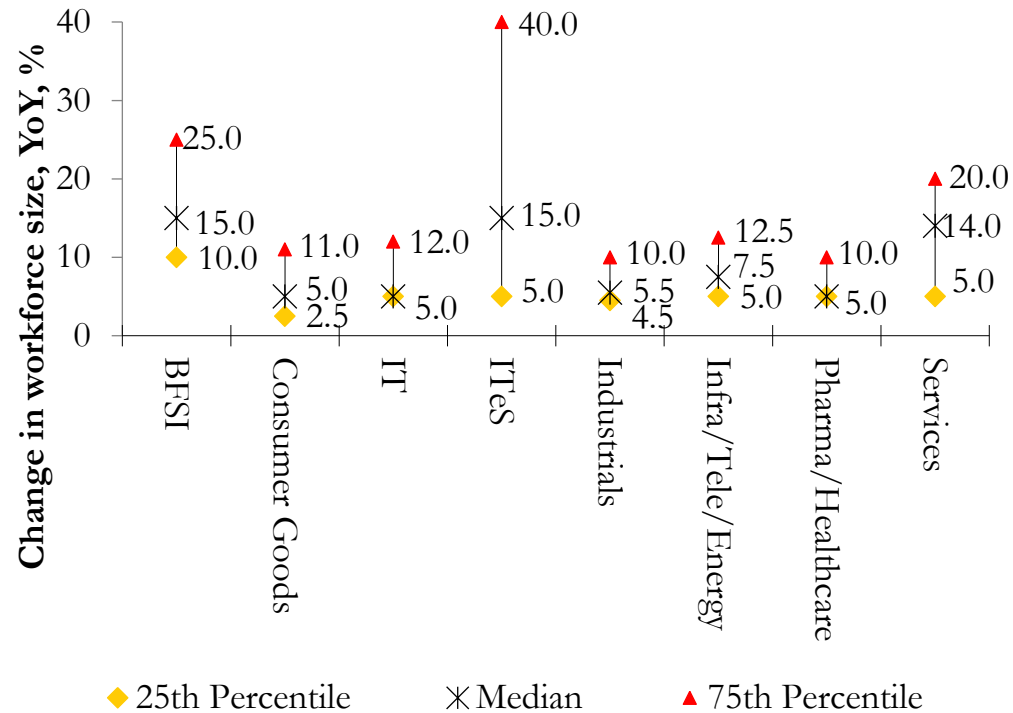
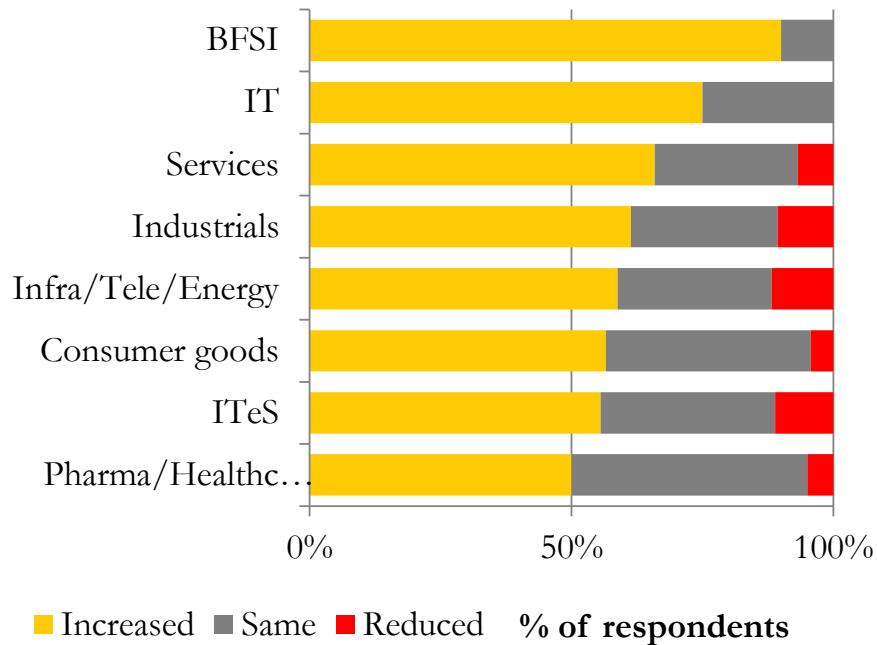
Change in workforce, YoY



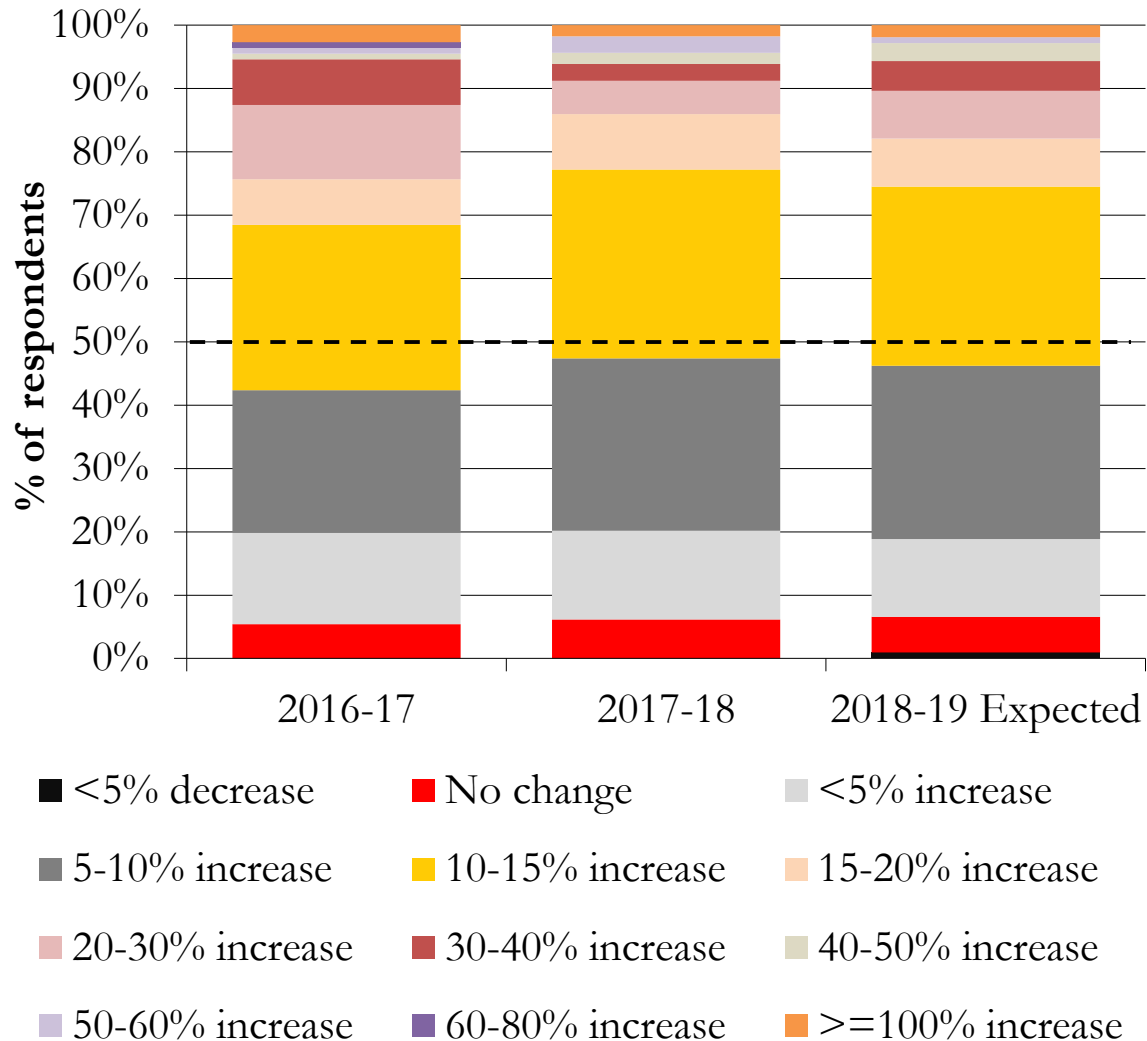
Net (not replacement) hiring pattern: Sectoral



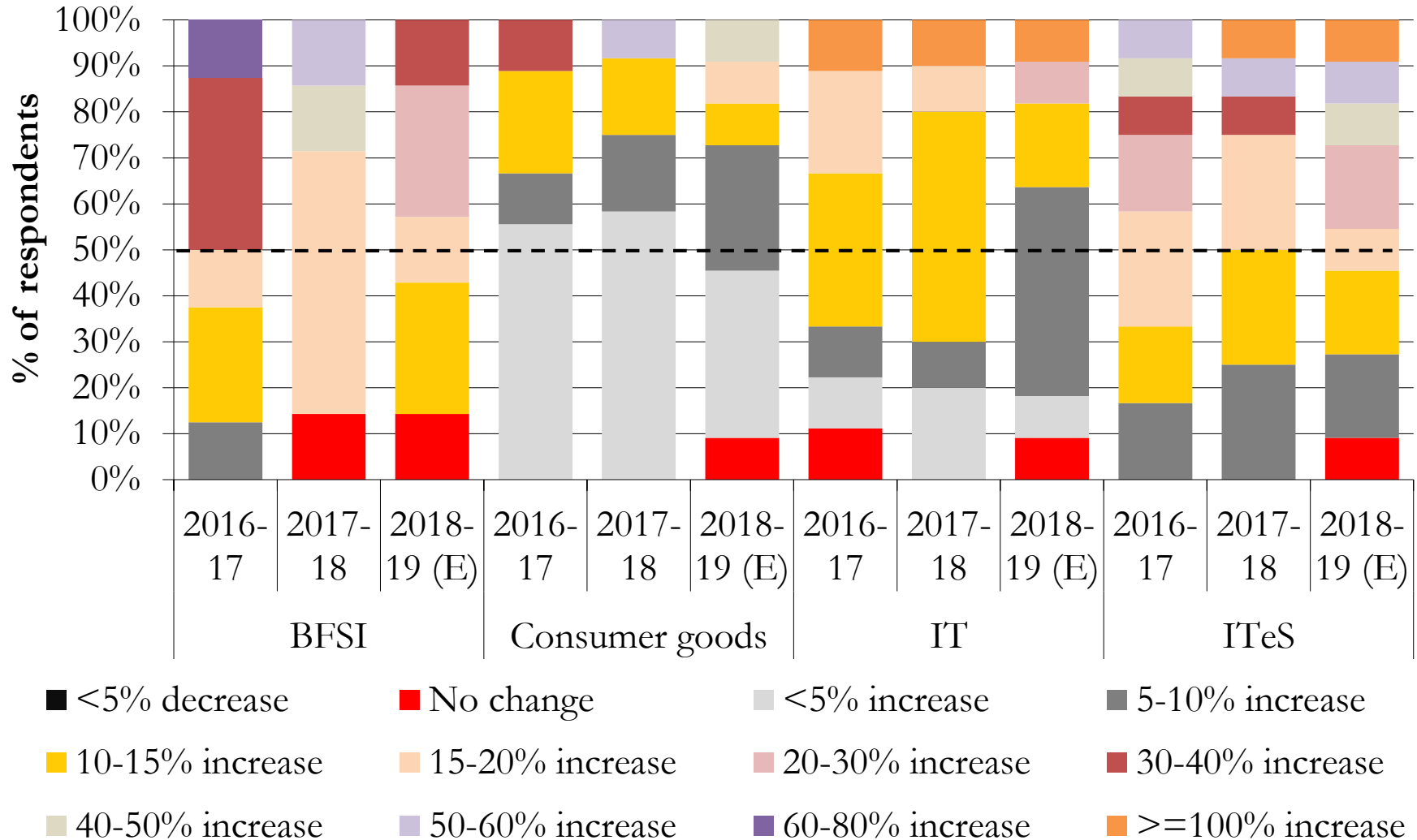
Change in workforce, 2018-19 (Exp), YoY



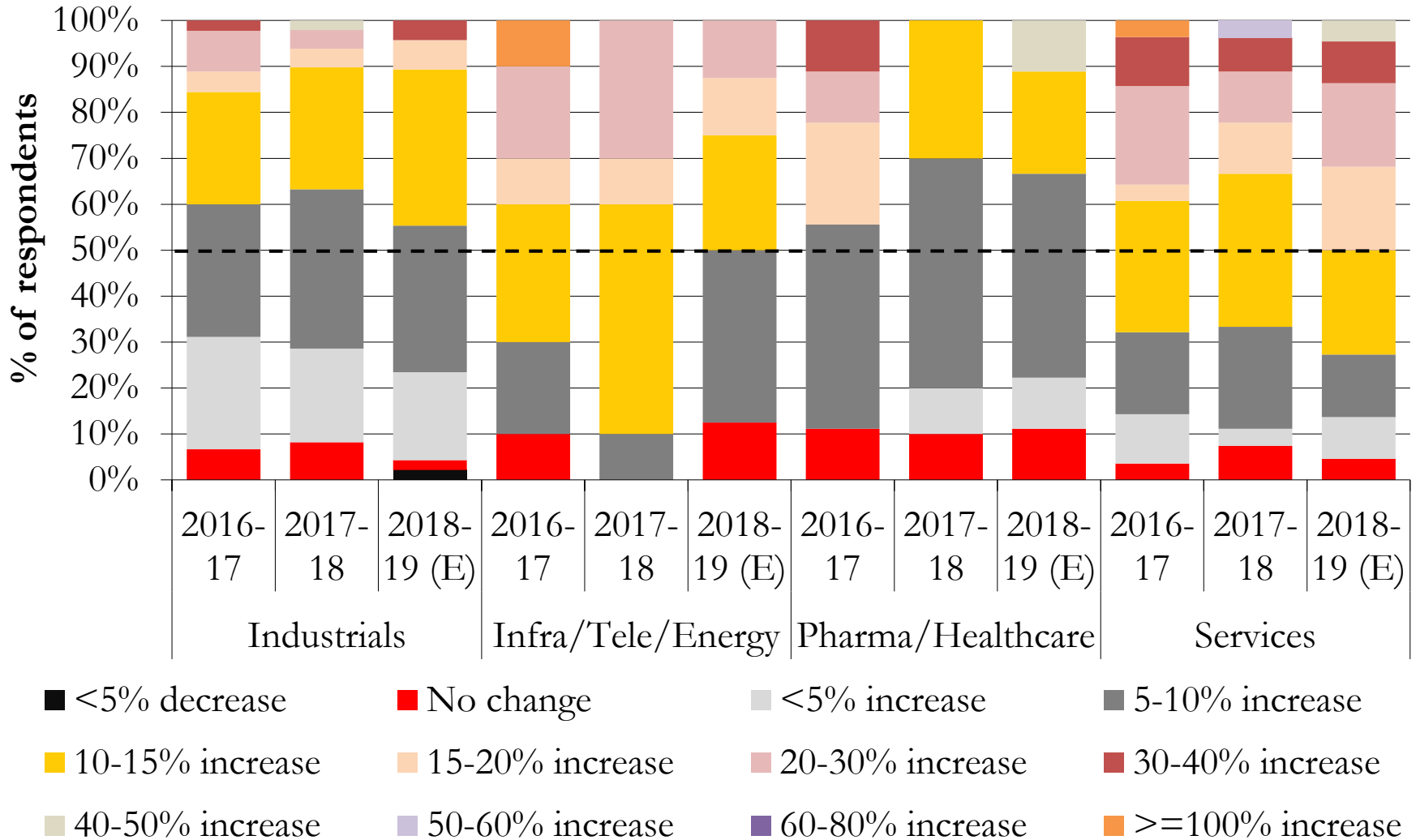
Change in workforce size, YoY



Change in workforce, YoY: Sectoral (1)



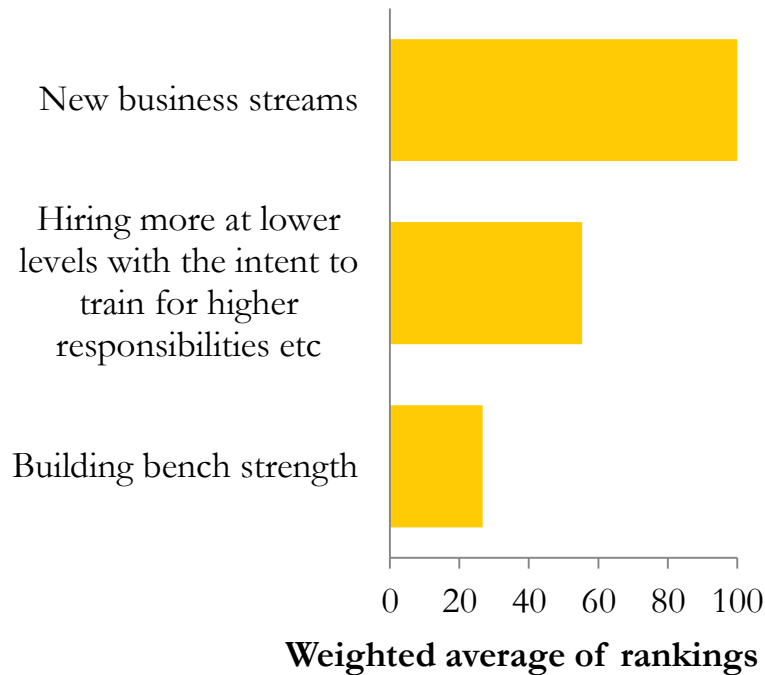
Change in workforce, YoY: Sectoral (2)



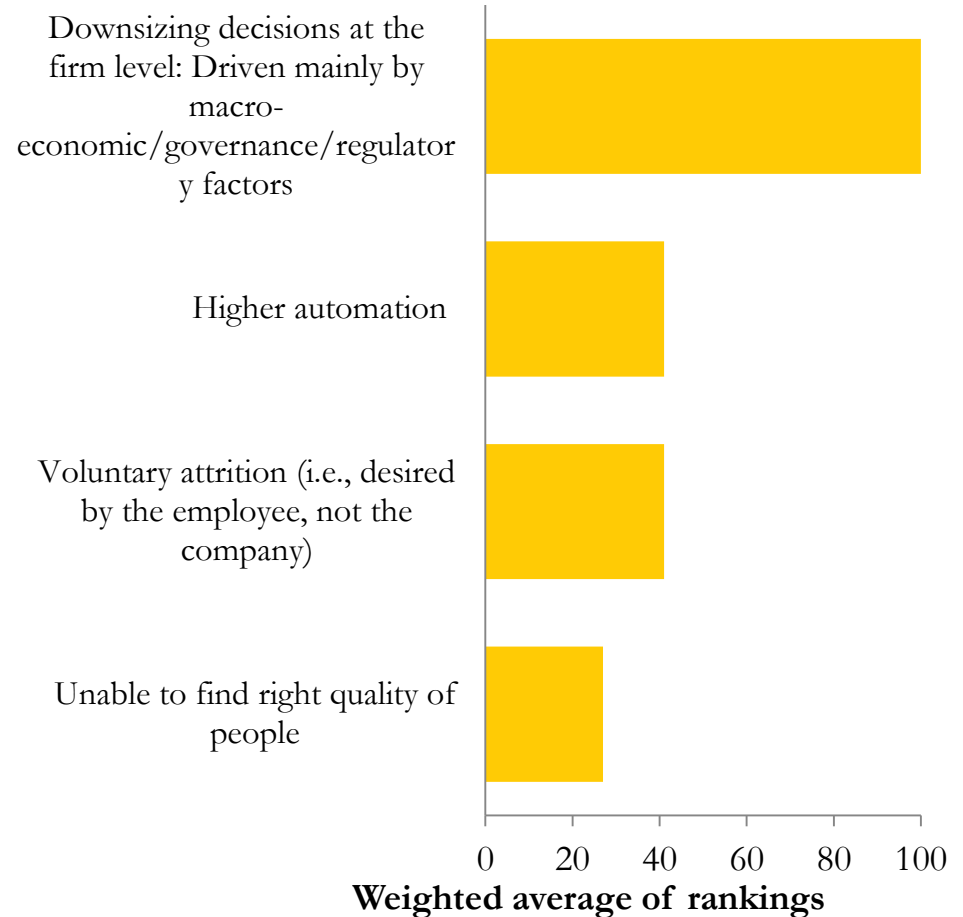
Reasons for change in workforce



Increase in workforce



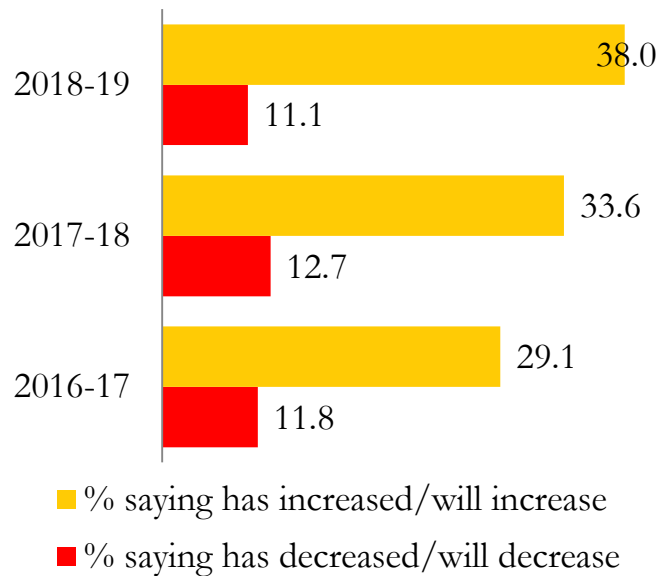
Decrease in workforce



Net (not replacement) Hiring pattern: Blue-collar workforce



Change in blue-collar workforce size, YoY

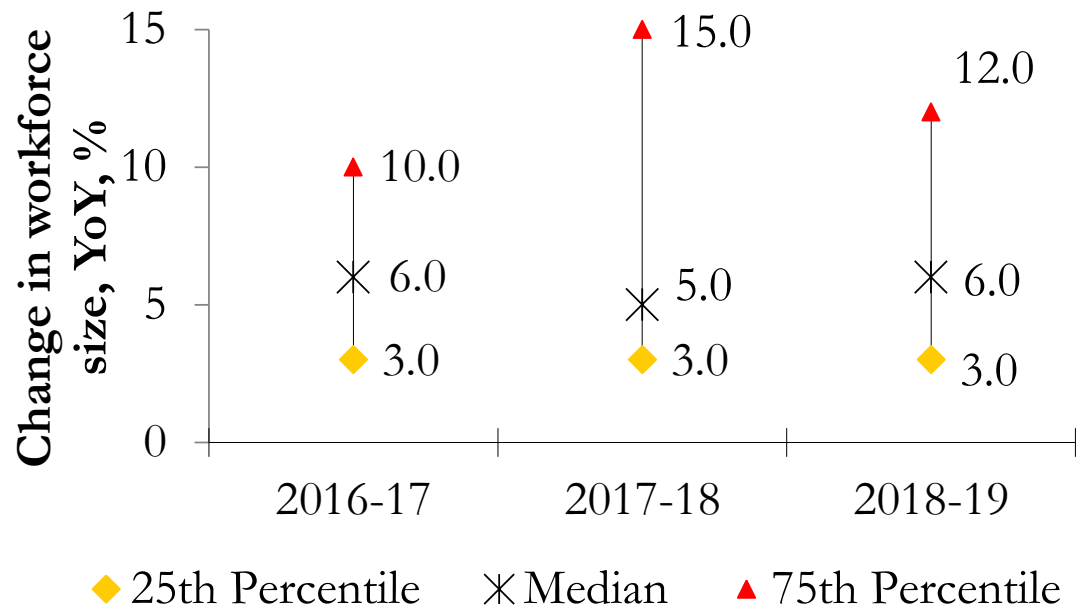


Reasons for increasing blue-collar workforce:

- Bulk (97%) of the respondents indicate expansion

Reasons for decreasing blue-collar workforce:

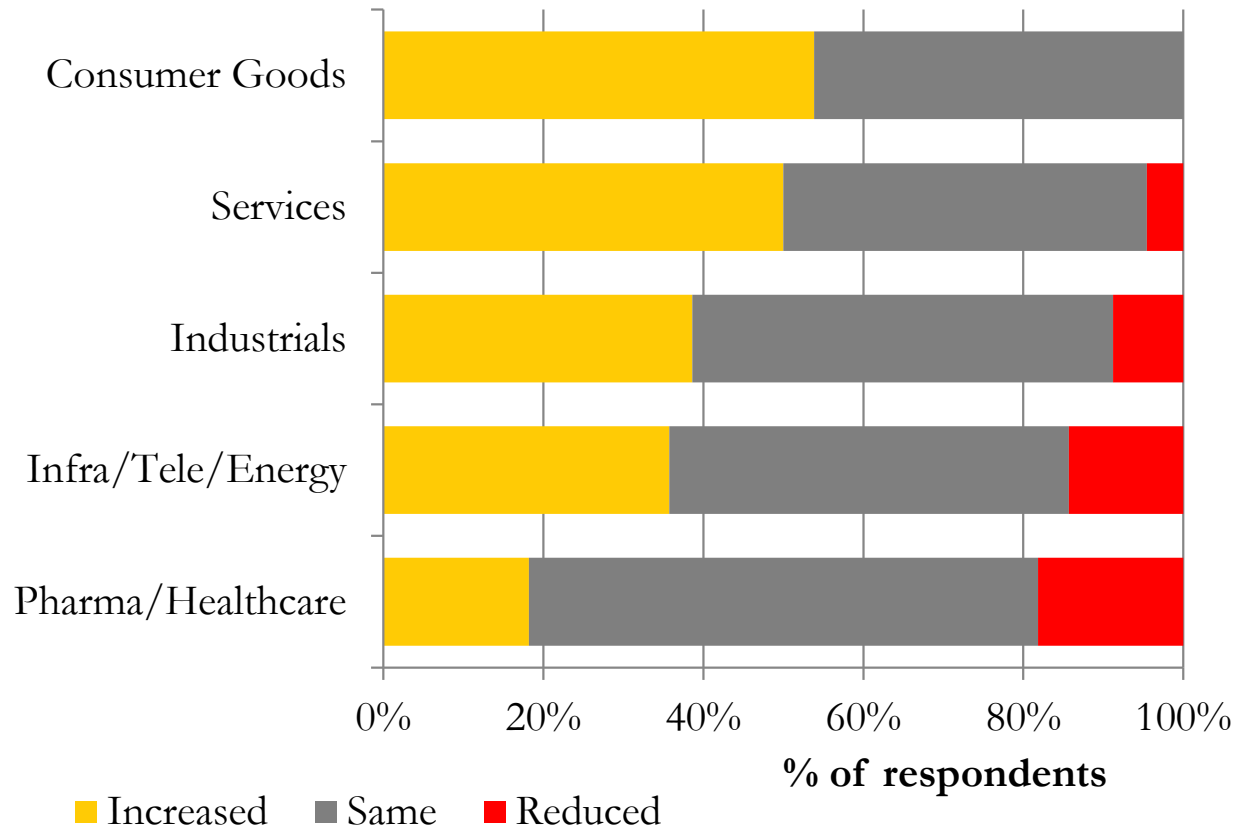
- 87.5% point to consolidation of factory operations
- 50% of respondents point to higher automation



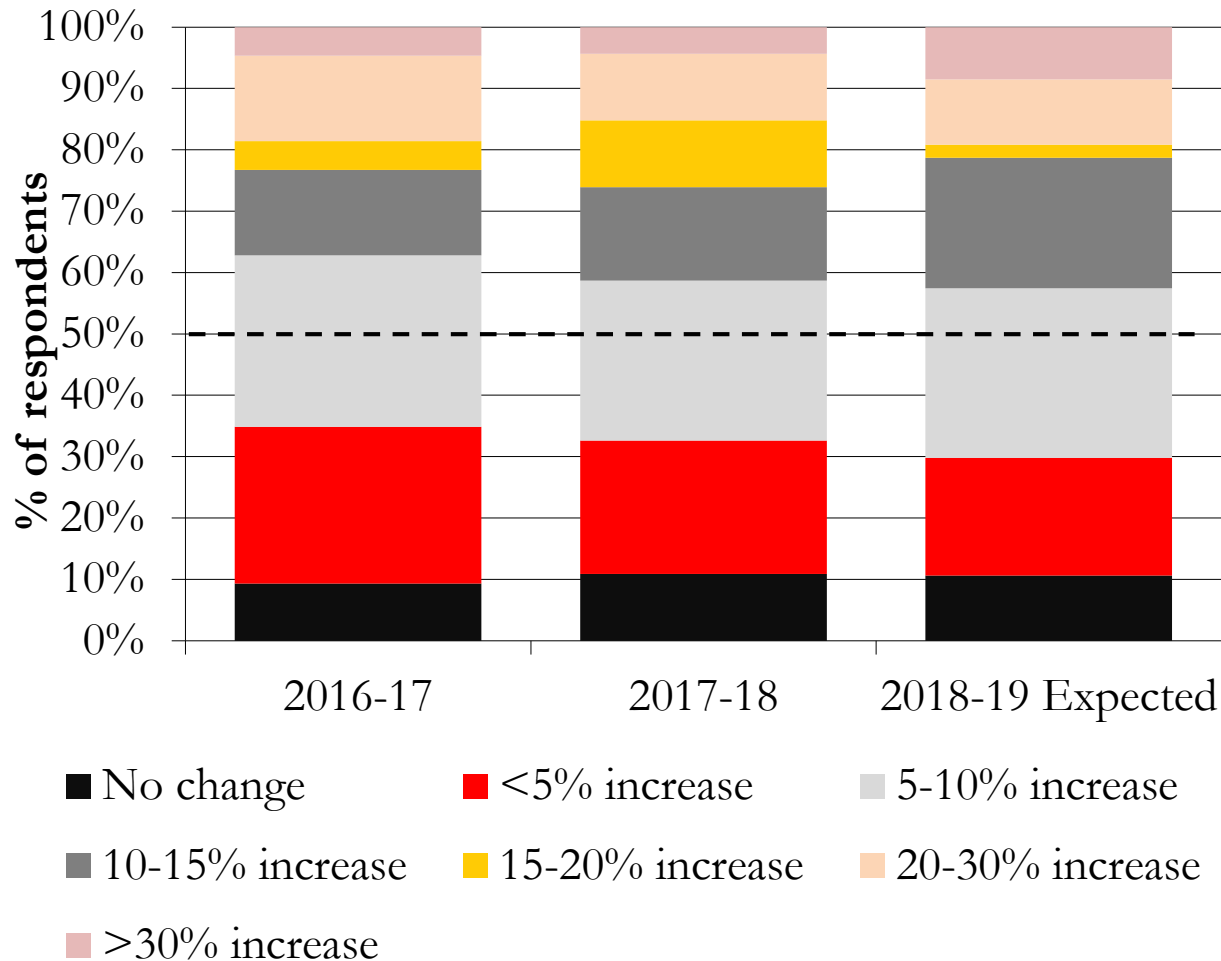
Net (not replacement) hiring pattern: Blue-collar workforce, Sectoral



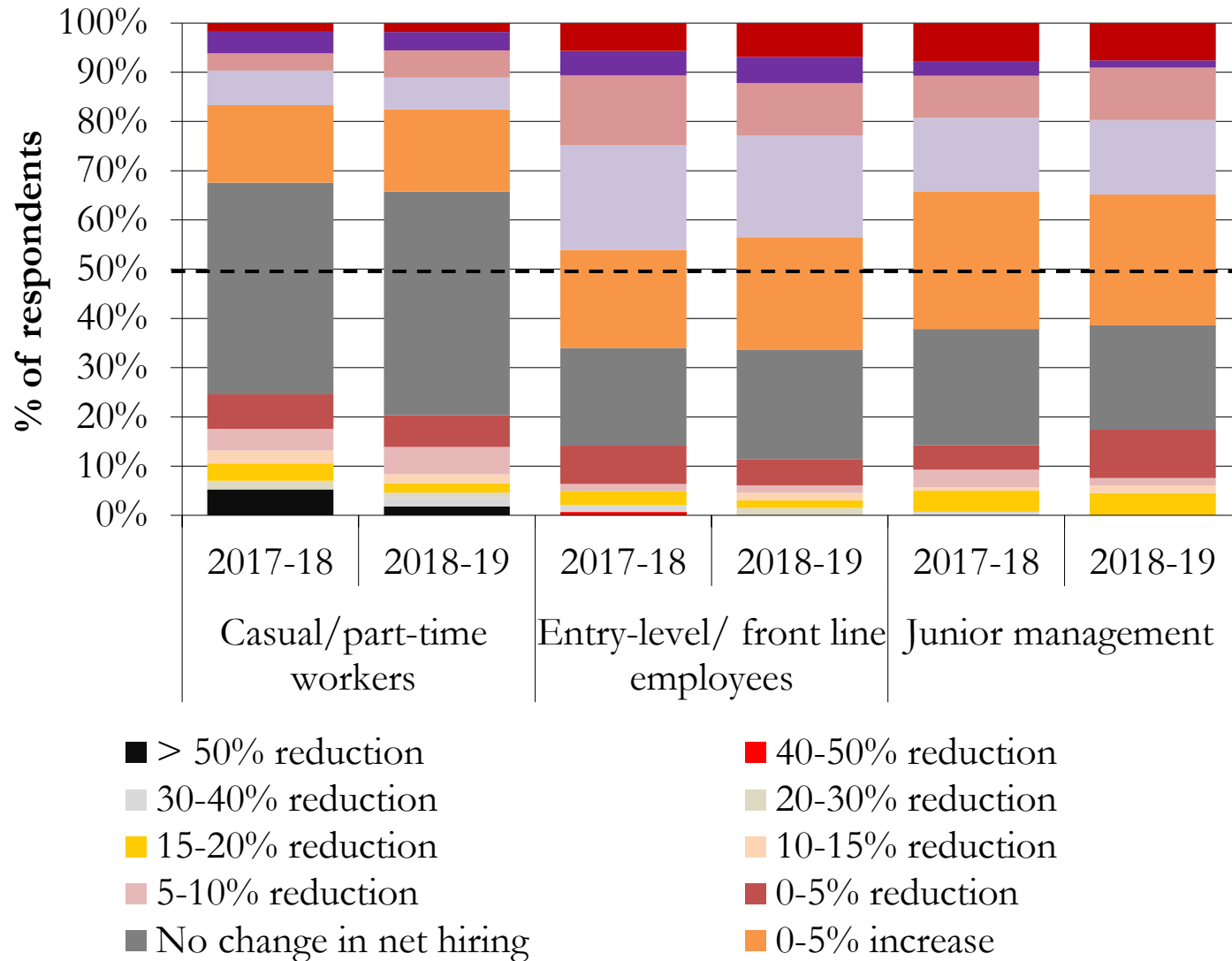
Change in blue-collar workforce size, 2018-19 (Exp), YoY



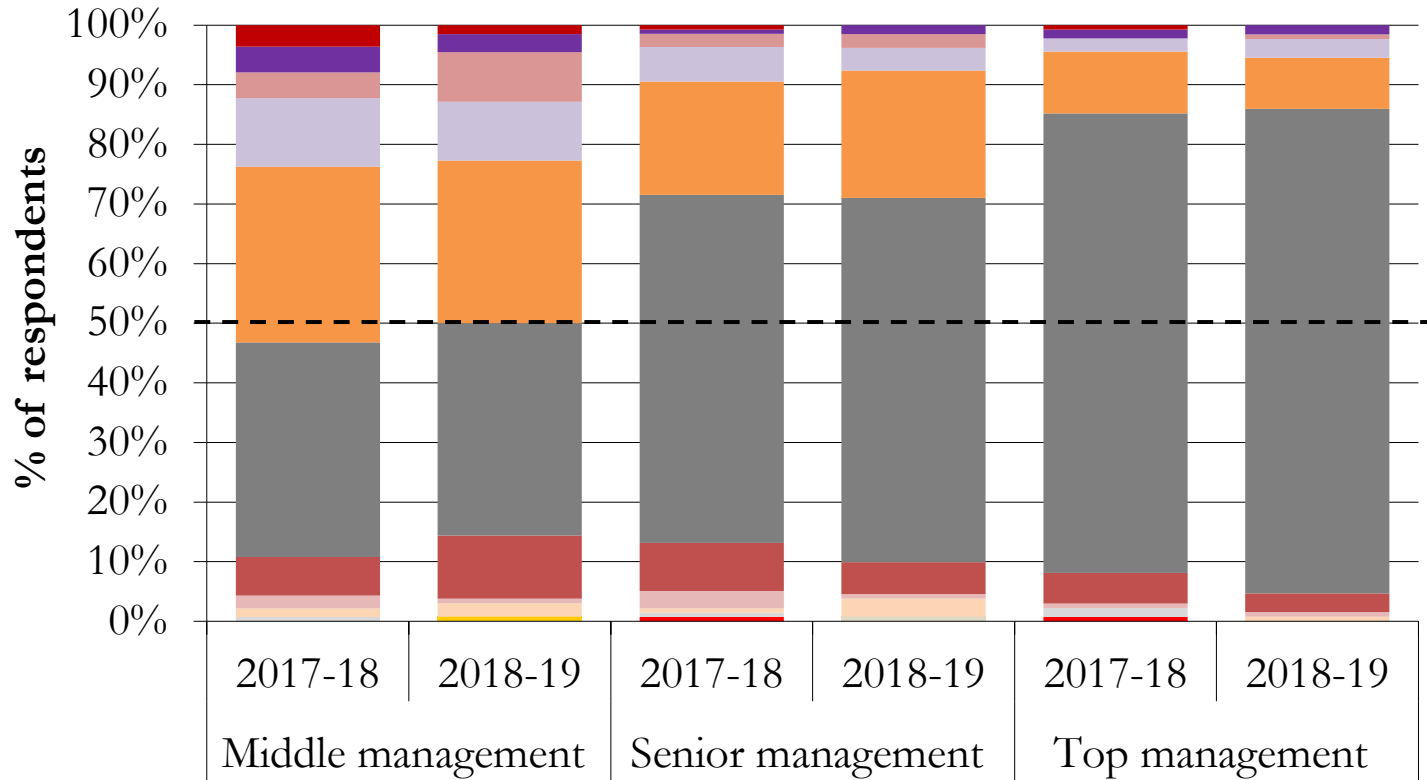
Change in workforce size, YoY: Blue-collar workforce



Change in workforce size, YoY: By employee level (1)

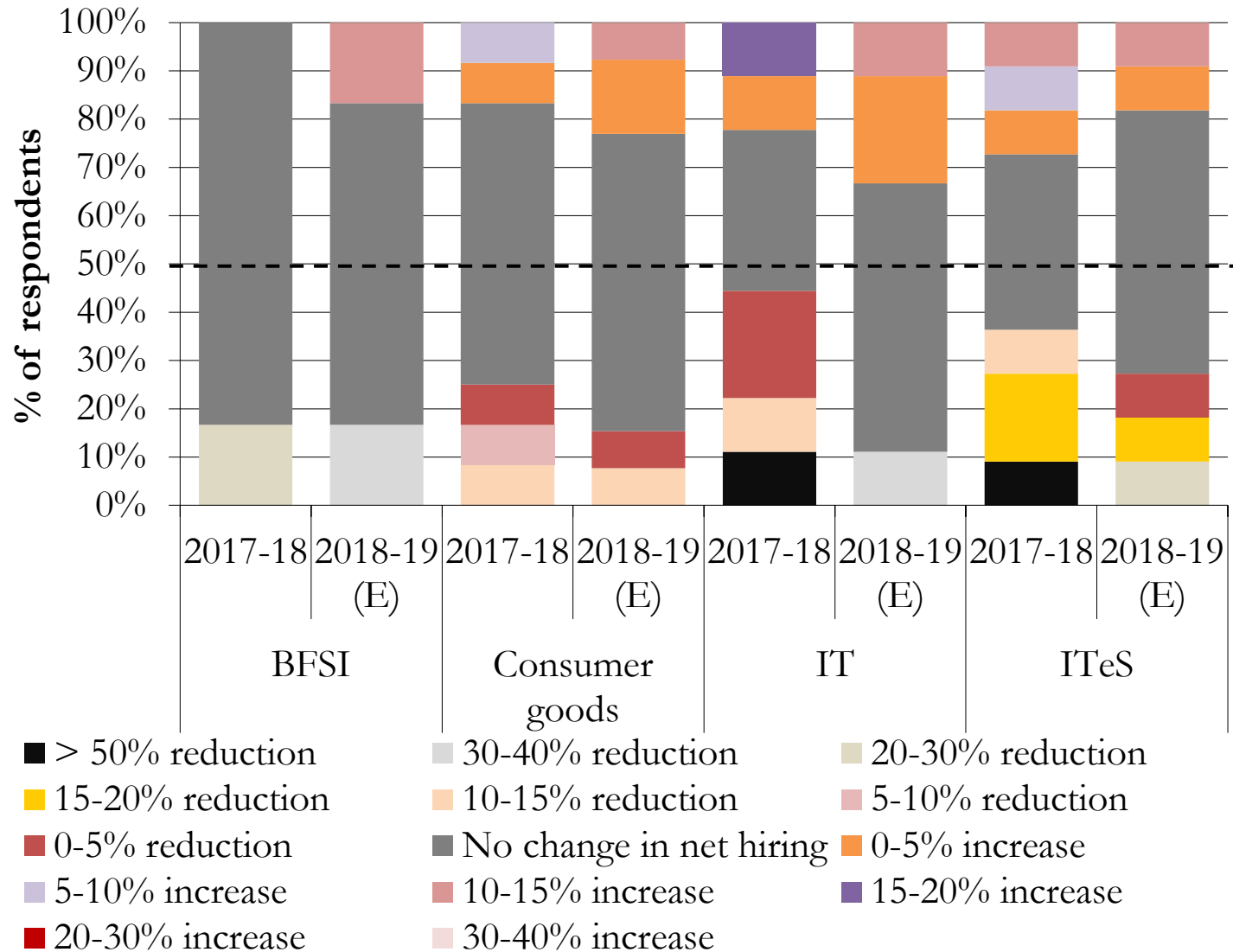


Change in workforce size, YoY: By employee level (2)

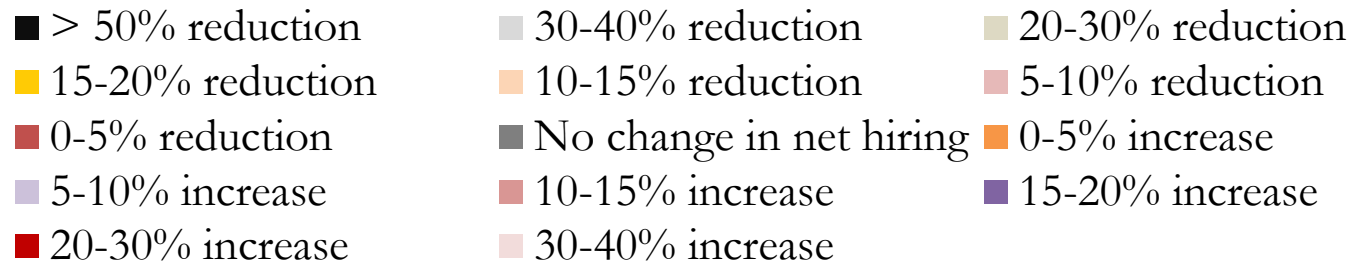
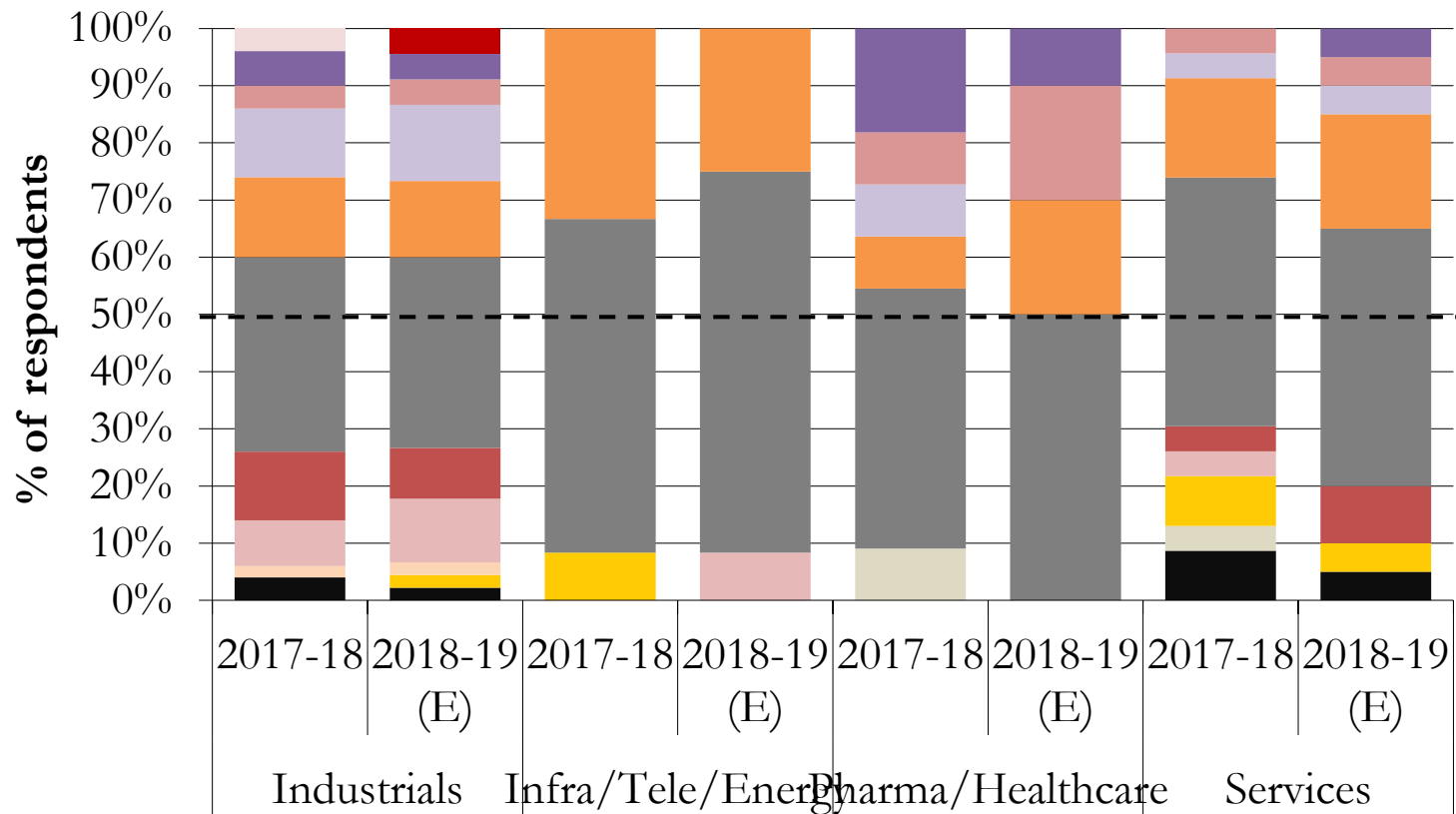


- > 50% reduction
- 40-50% reduction
- 30-40% reduction
- 20-30% reduction
- 15-20% reduction
- 10-15% reduction
- 5-10% reduction
- 0-5% reduction
- No change in net hiring
- 0-5% increase
- 5-10% increase
- 10-15% increase
- 15-20% increase
- >20% increase

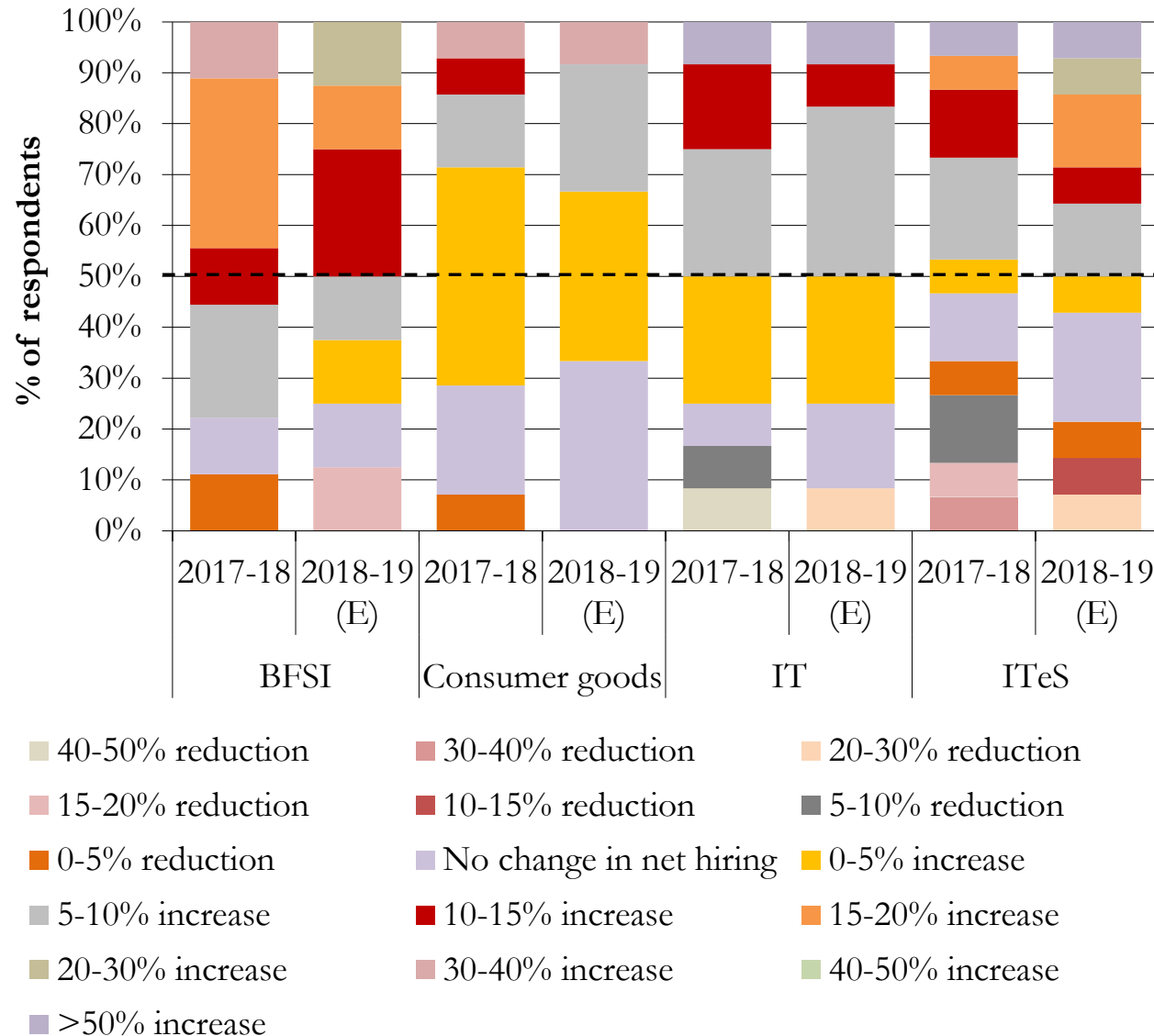
Change in workforce size, YoY: Casual / Part-time workers, Sectoral (1)



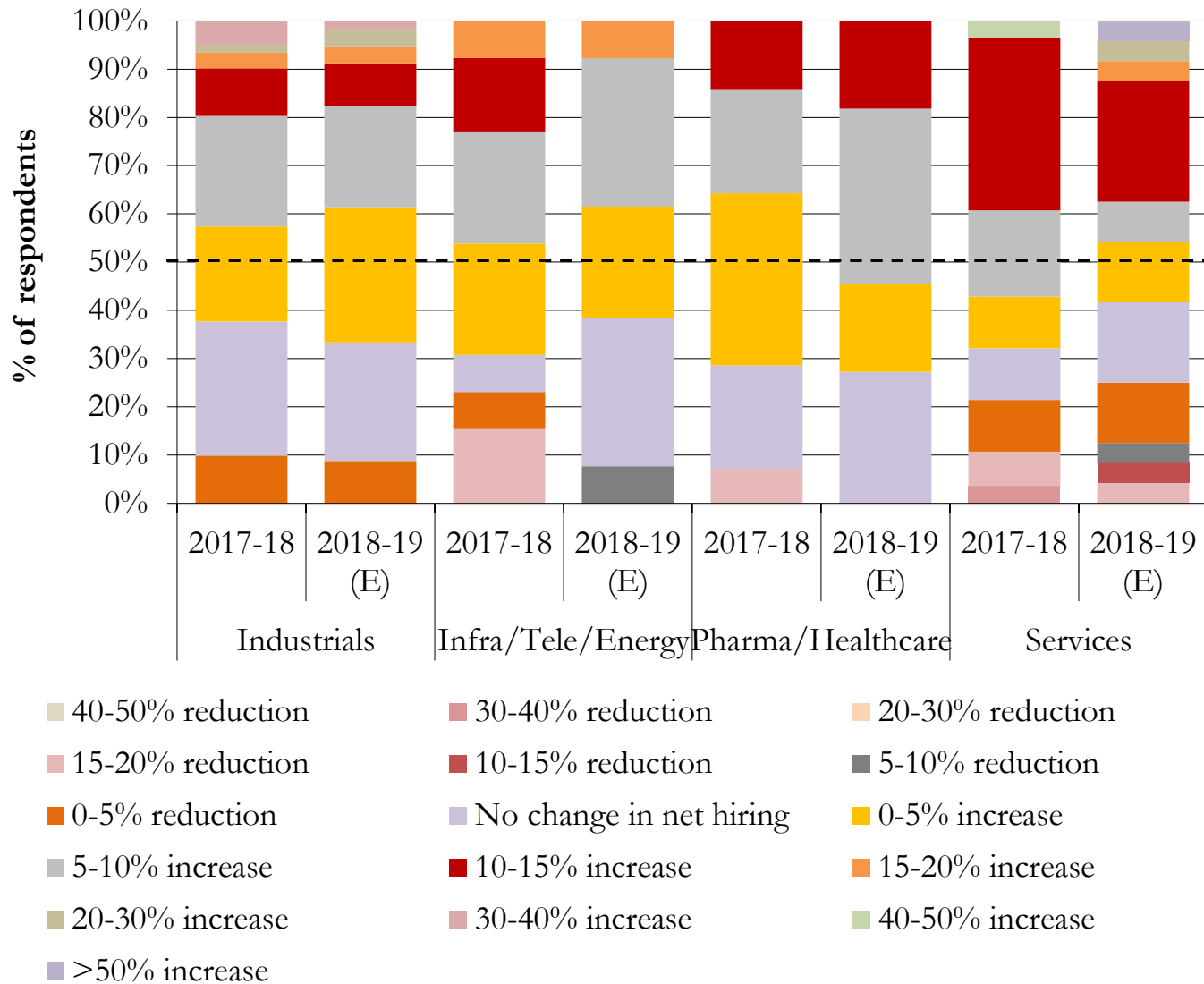
Change in workforce size, YoY: Casual / Part-time workers, Sectoral (2)



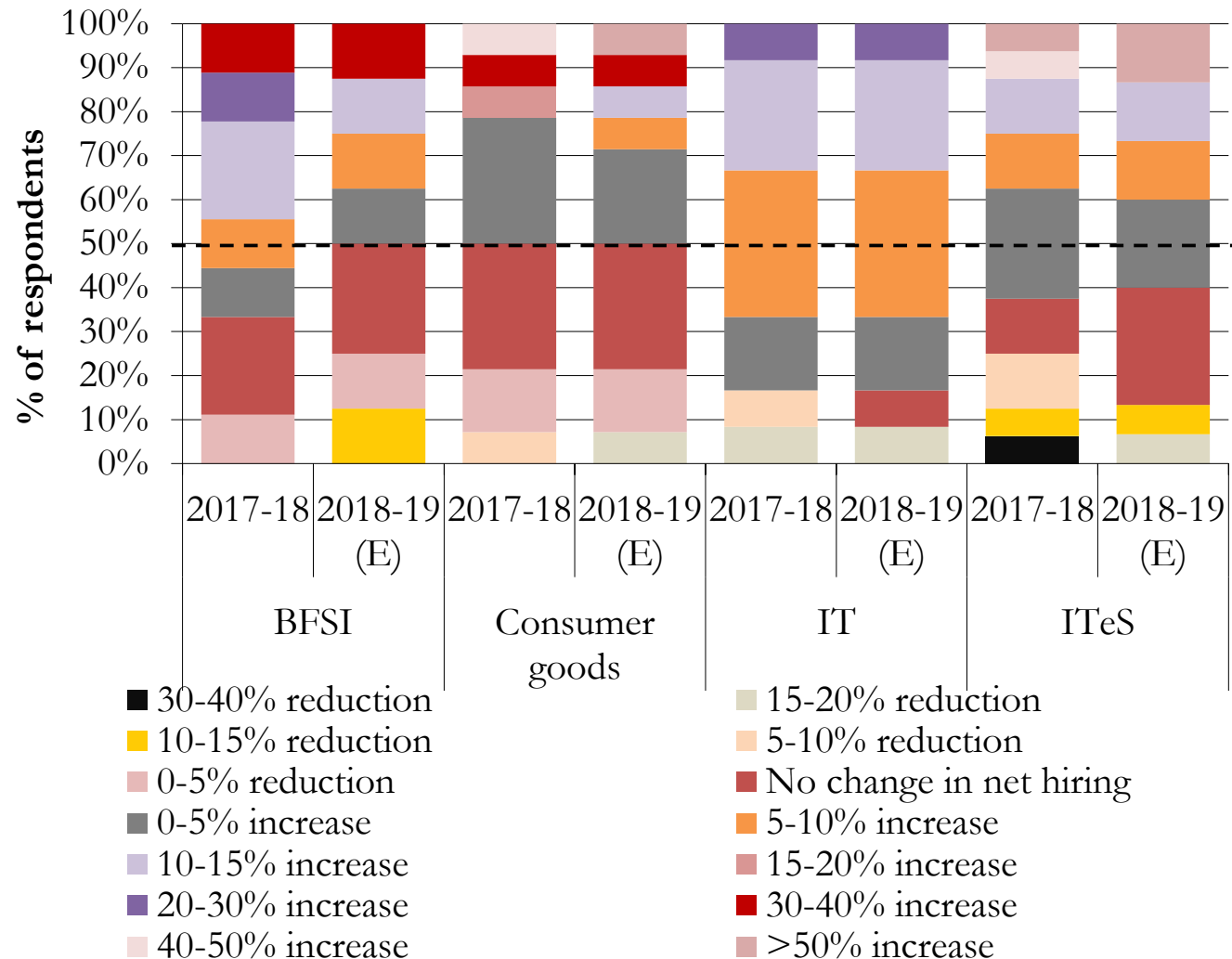
Change in workforce size, YoY: Entry-level/Frontline, Sectoral (1)



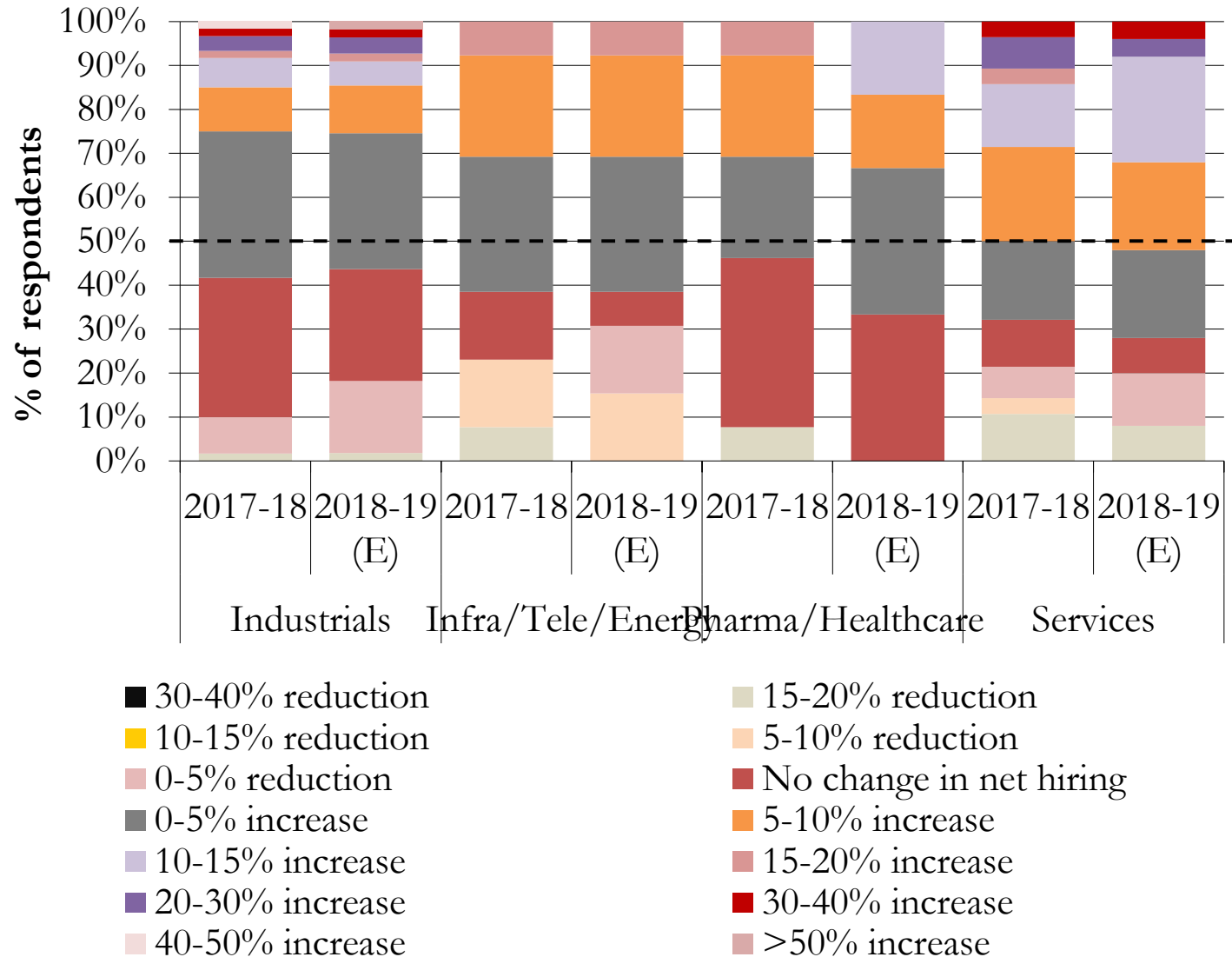
Change in workforce size, YoY: Entry-level/Frontline, Sectoral (2)



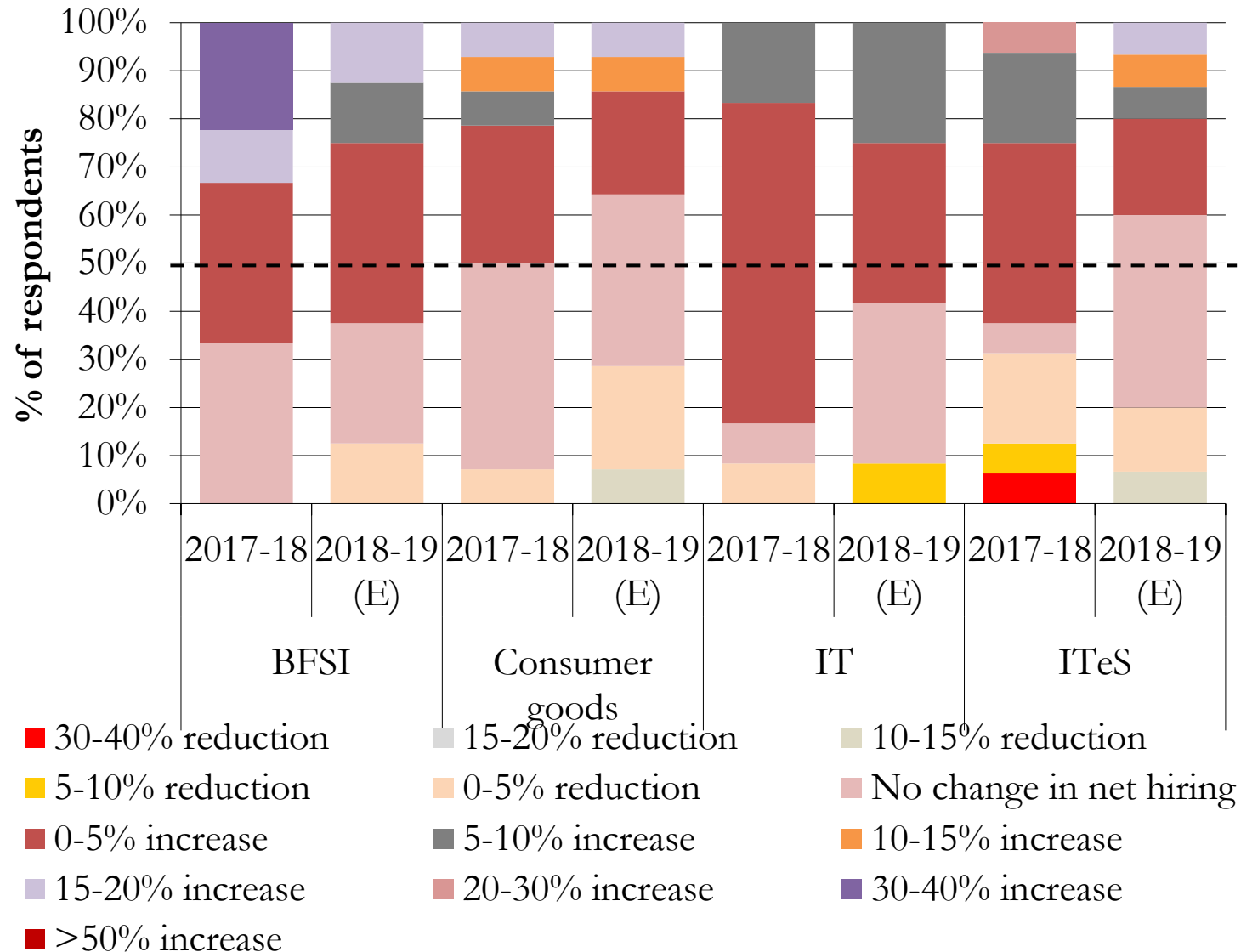
Change in workforce size, YoY: Junior Management, Sectoral (1)



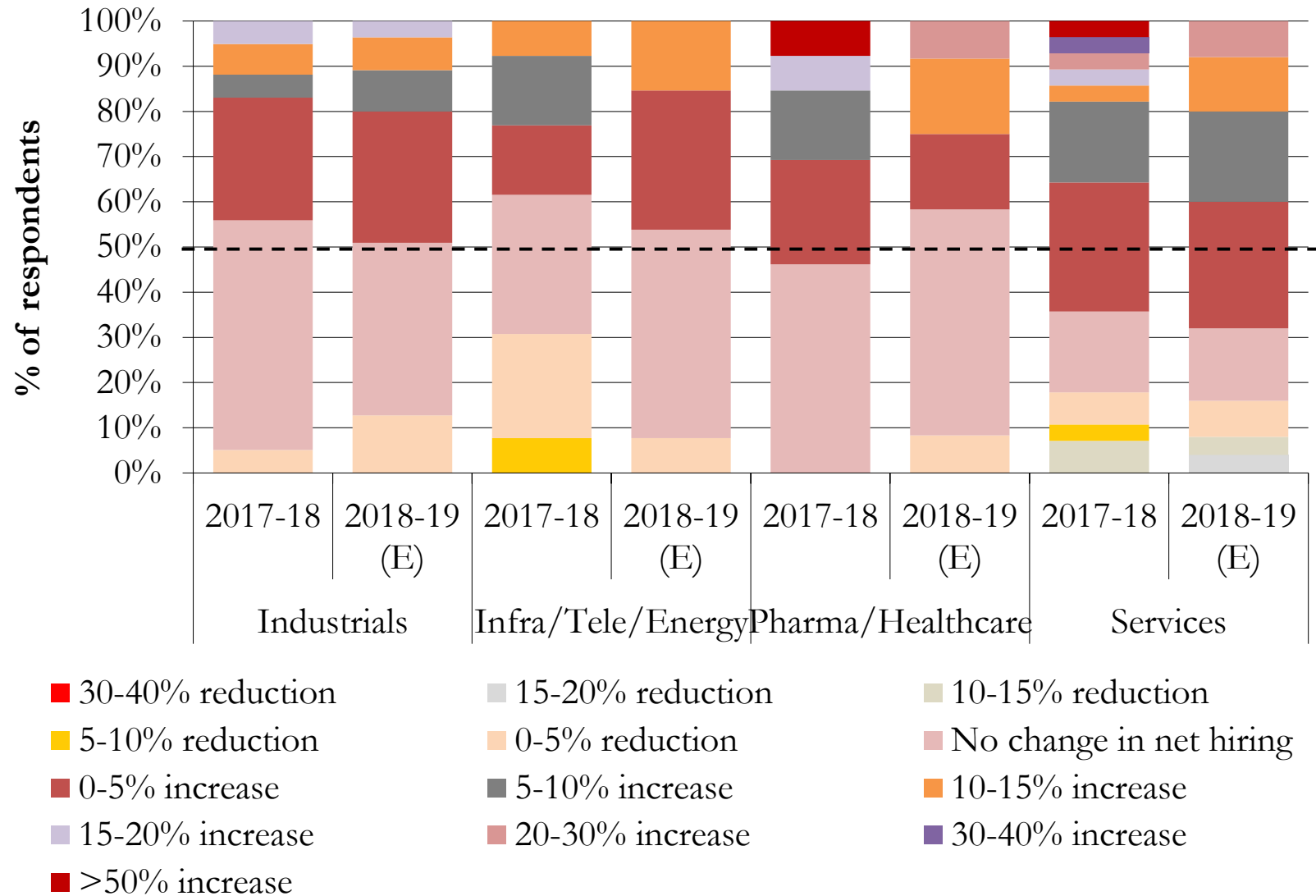
Change in workforce size, YoY: Junior Management, Sectoral (2)



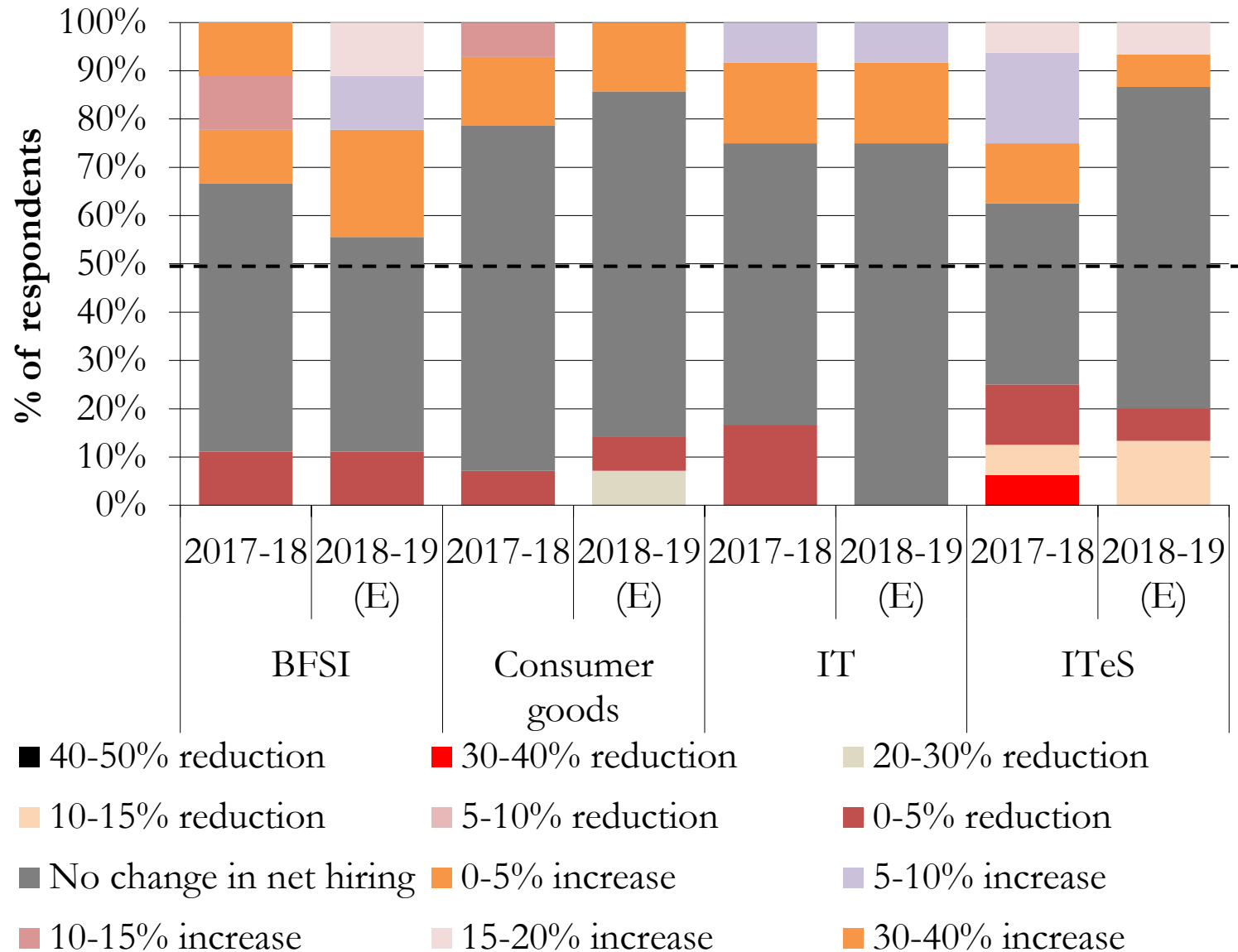
Change in workforce size, YoY: Middle Management, Sectoral (1)



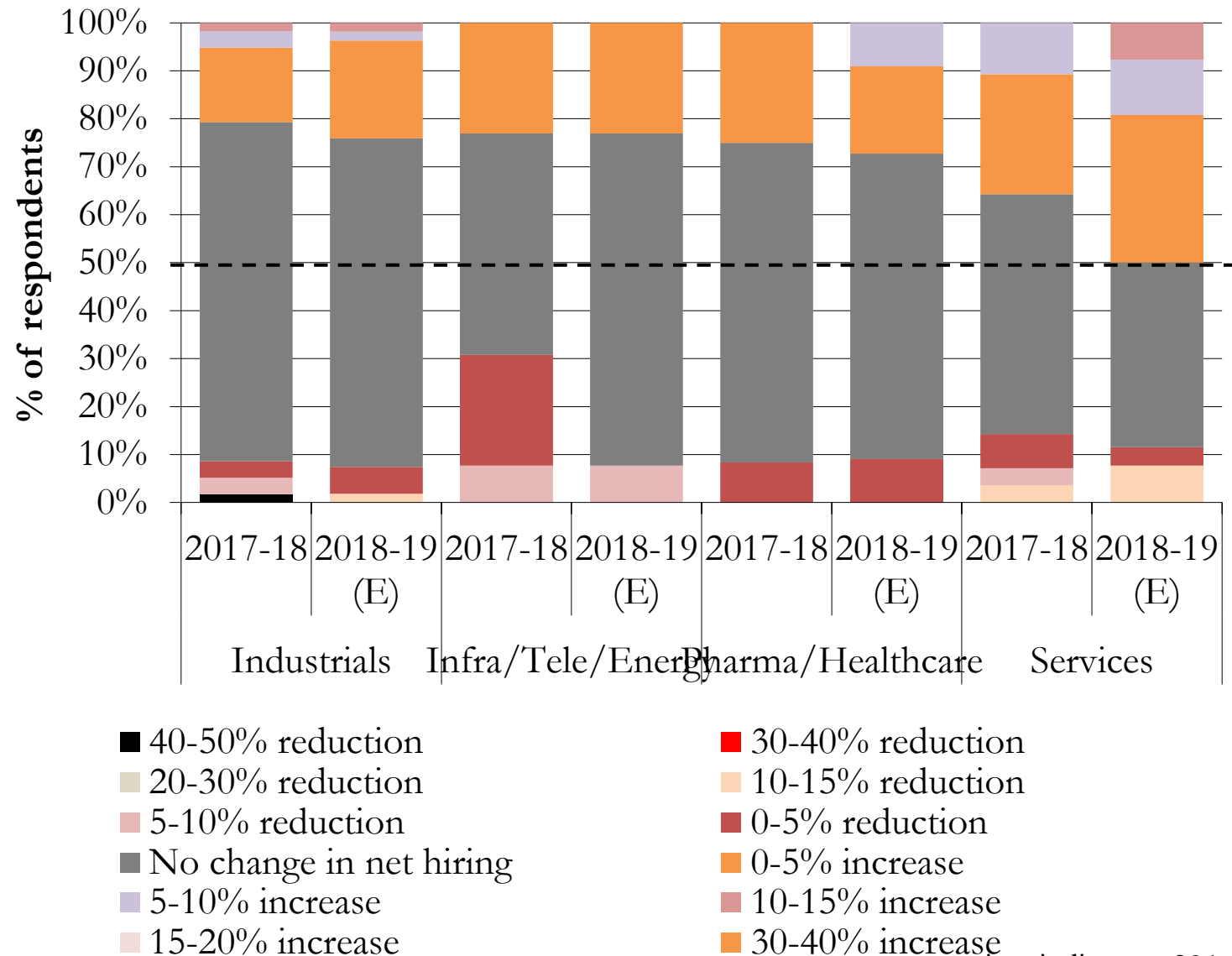
Change in workforce size, YoY: Middle Management, Sectoral (2)



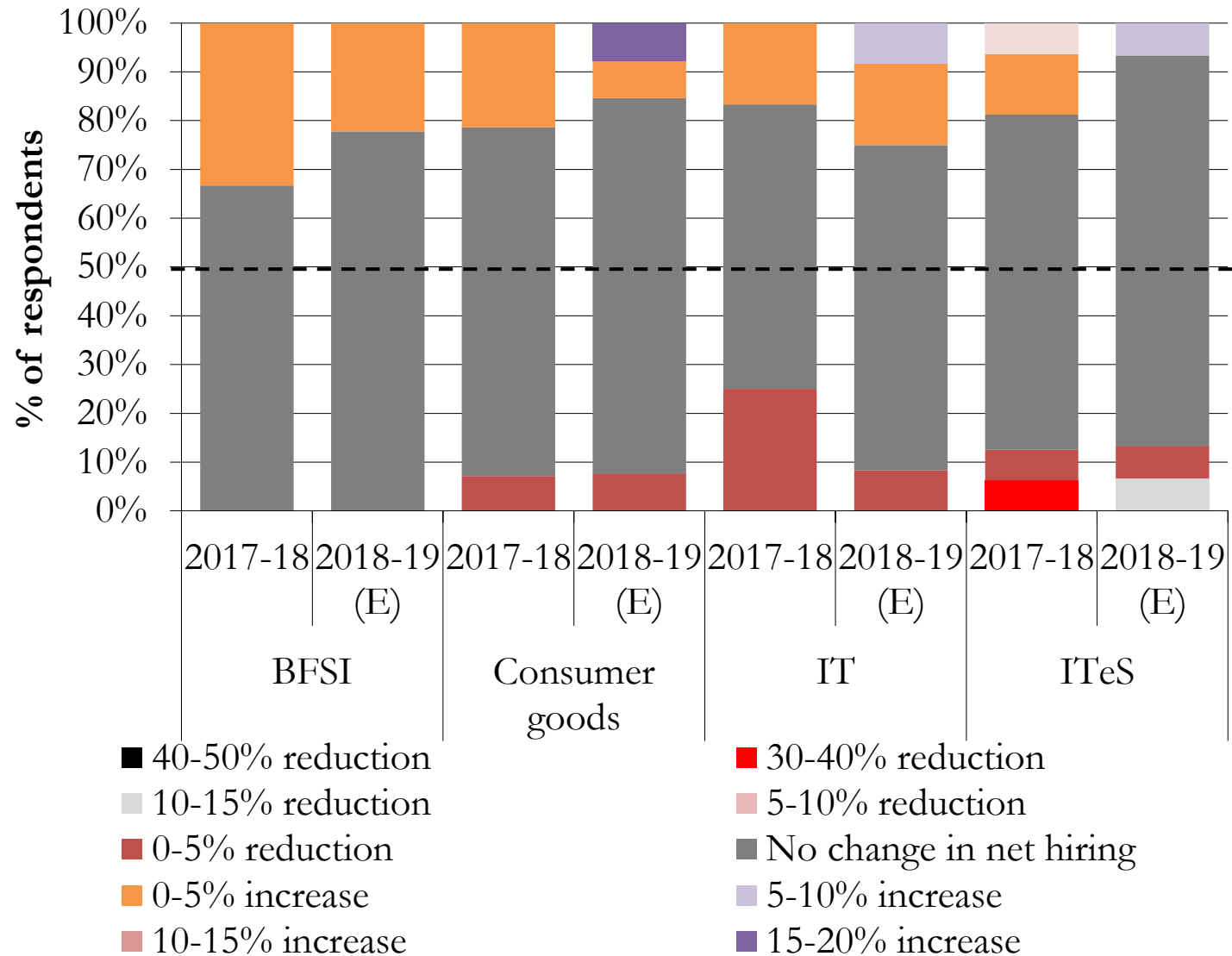
Change in workforce size, YoY: Senior Management, Sectoral (1)



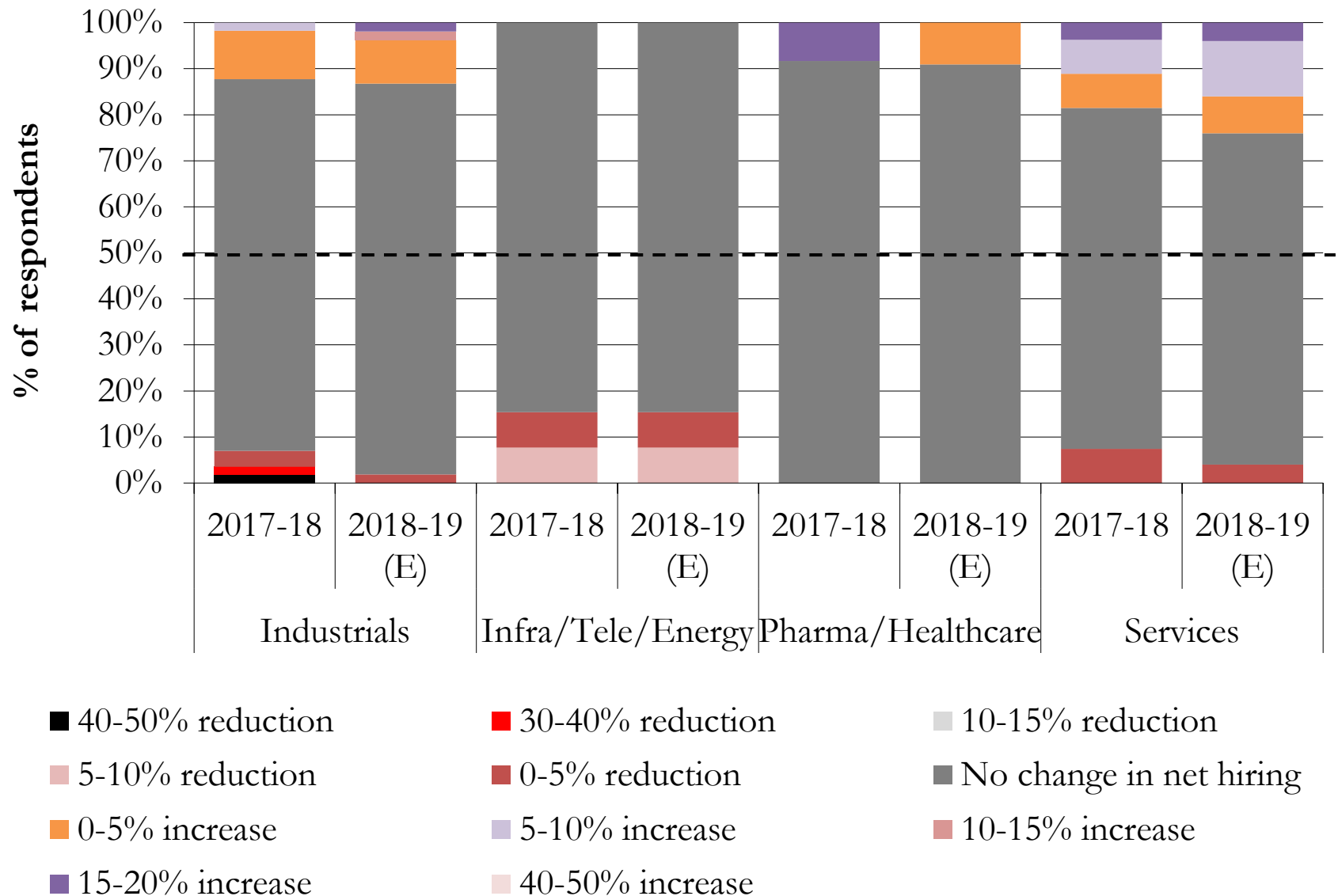
Change in workforce size, YoY: Senior Management, Sectoral (2)



Change in workforce size, YoY: Top Management, Sectoral (1)



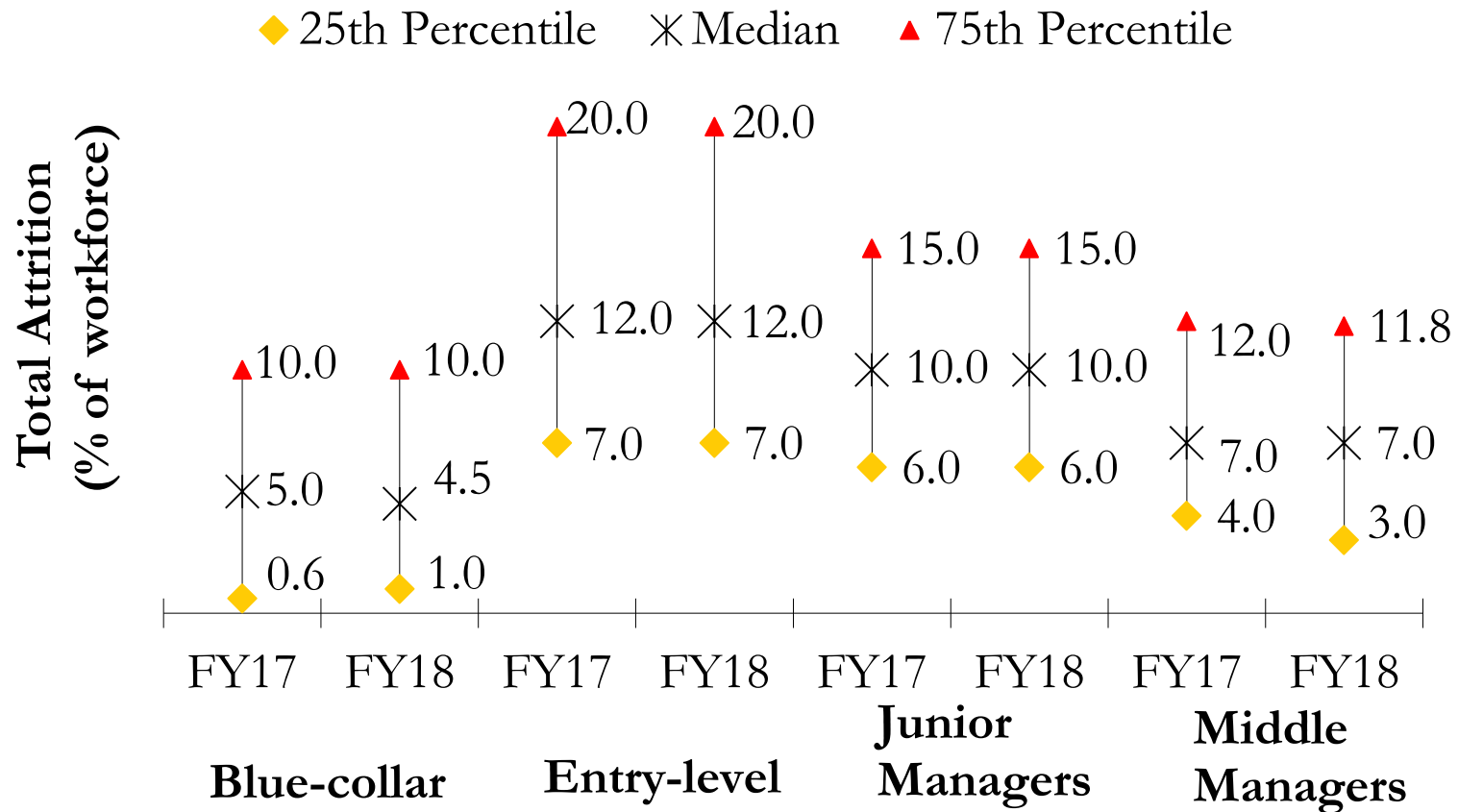
Change in workforce size, YoY: Top Management, Sectoral (2)



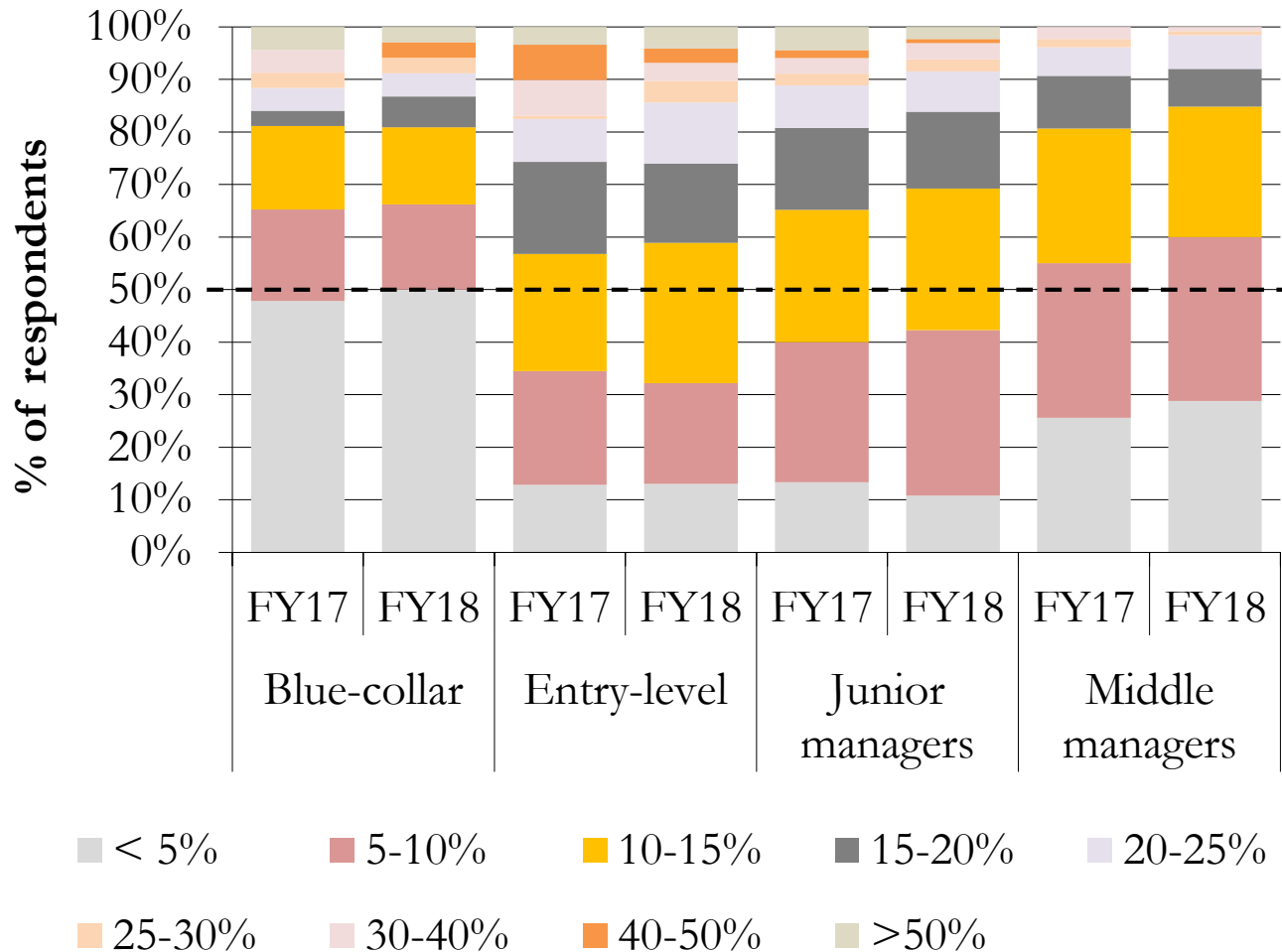
Attrition



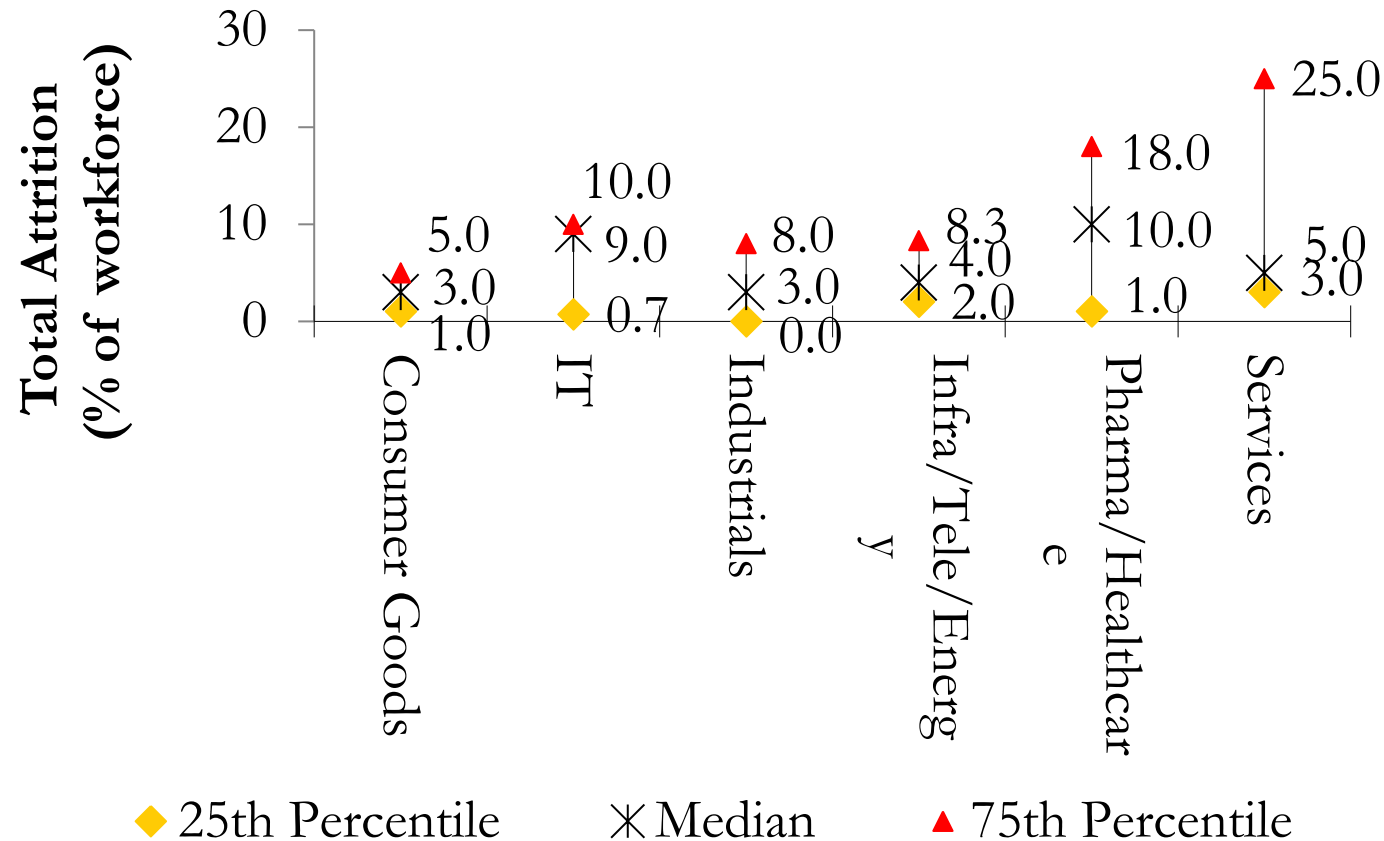
Total Attrition, % of workforce



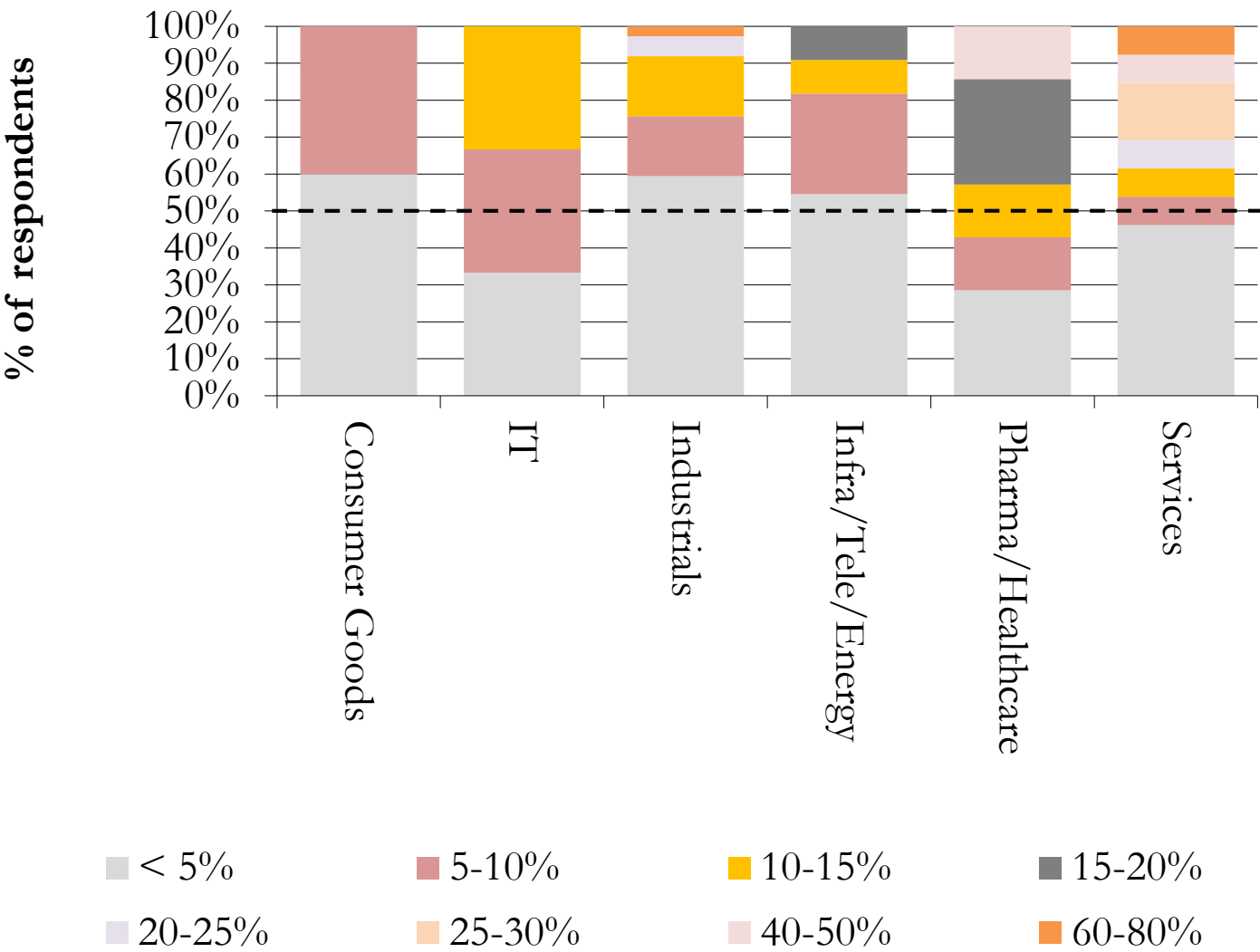
Total Attrition, % of workforce



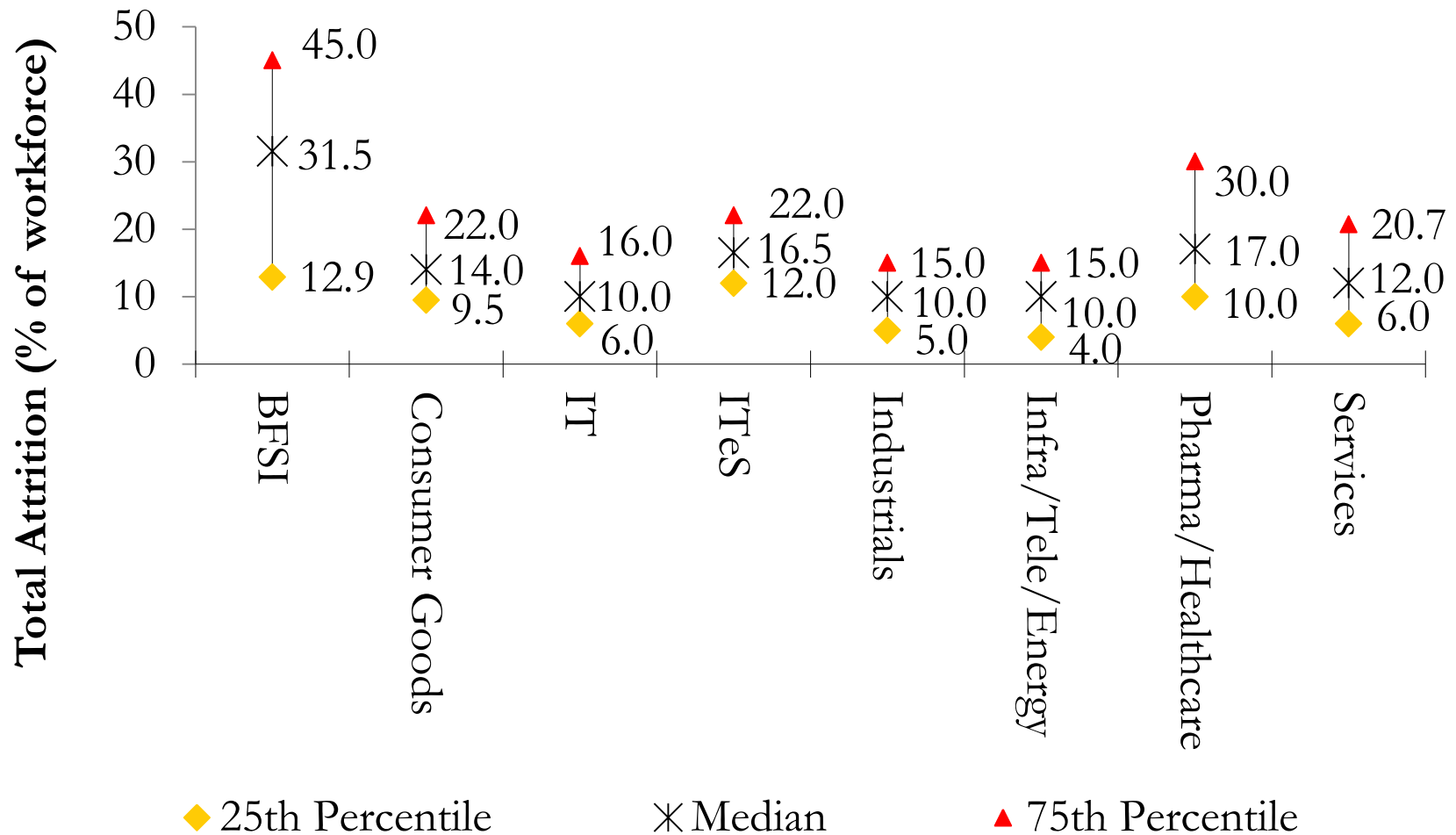
Total Attrition, % of workforce (2017-18): Blue-collar, Sectoral



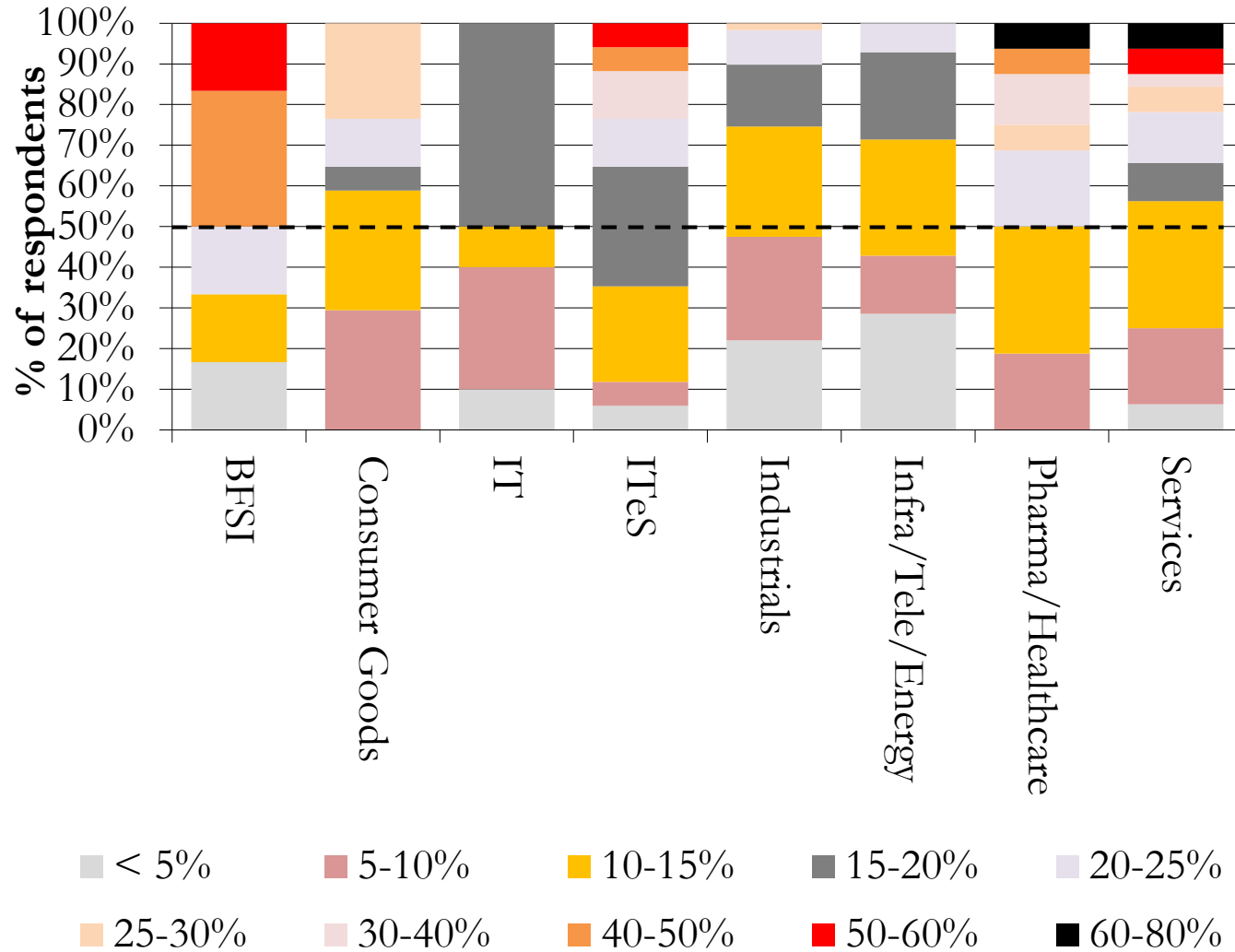
Total Attrition, % of workforce (2017-18): Blue-collar, Sectoral



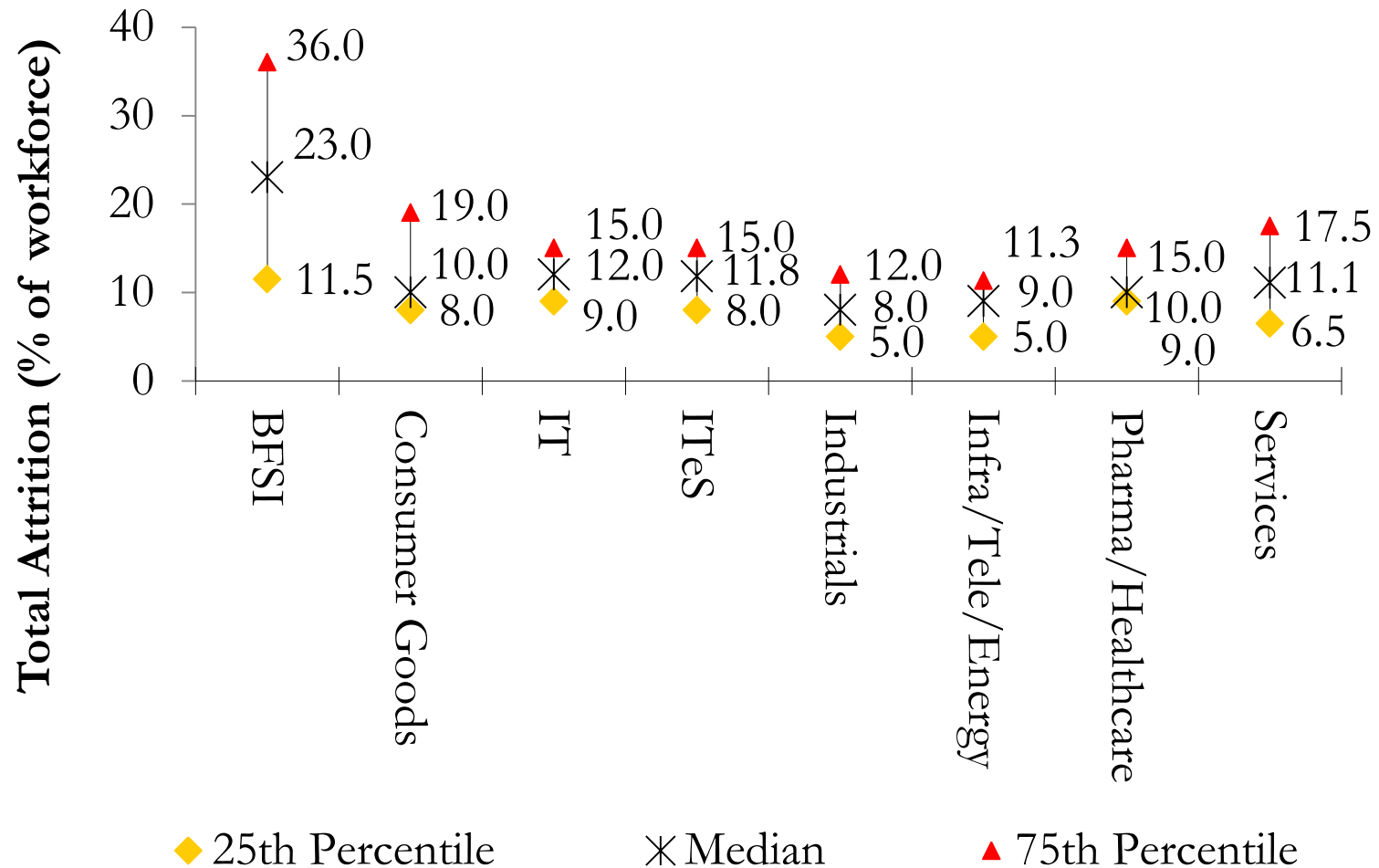
Total Attrition, % of workforce (2017-18): Entry-level, Sectoral



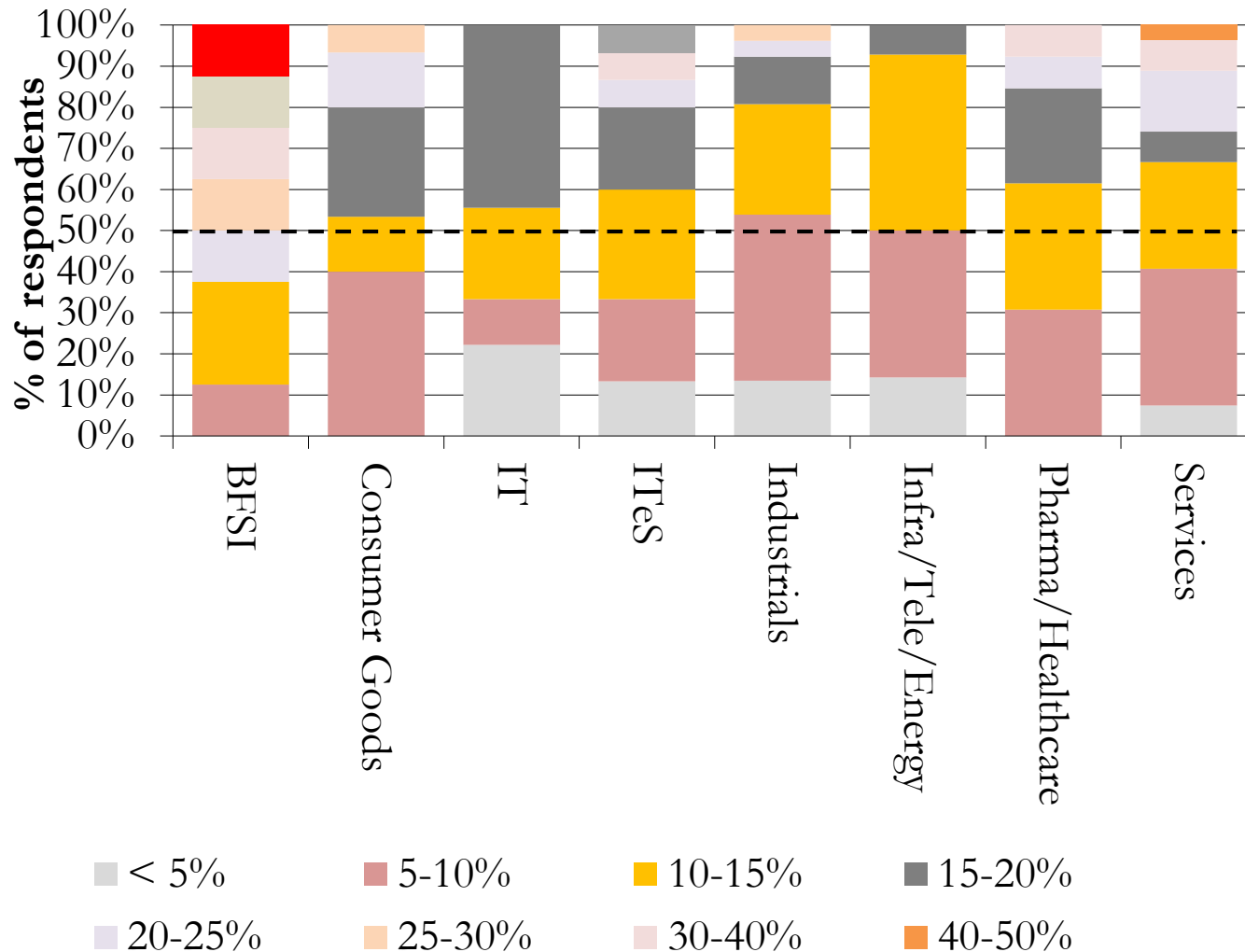
Total Attrition, % of workforce (2017-18): Entry-level, Sectoral



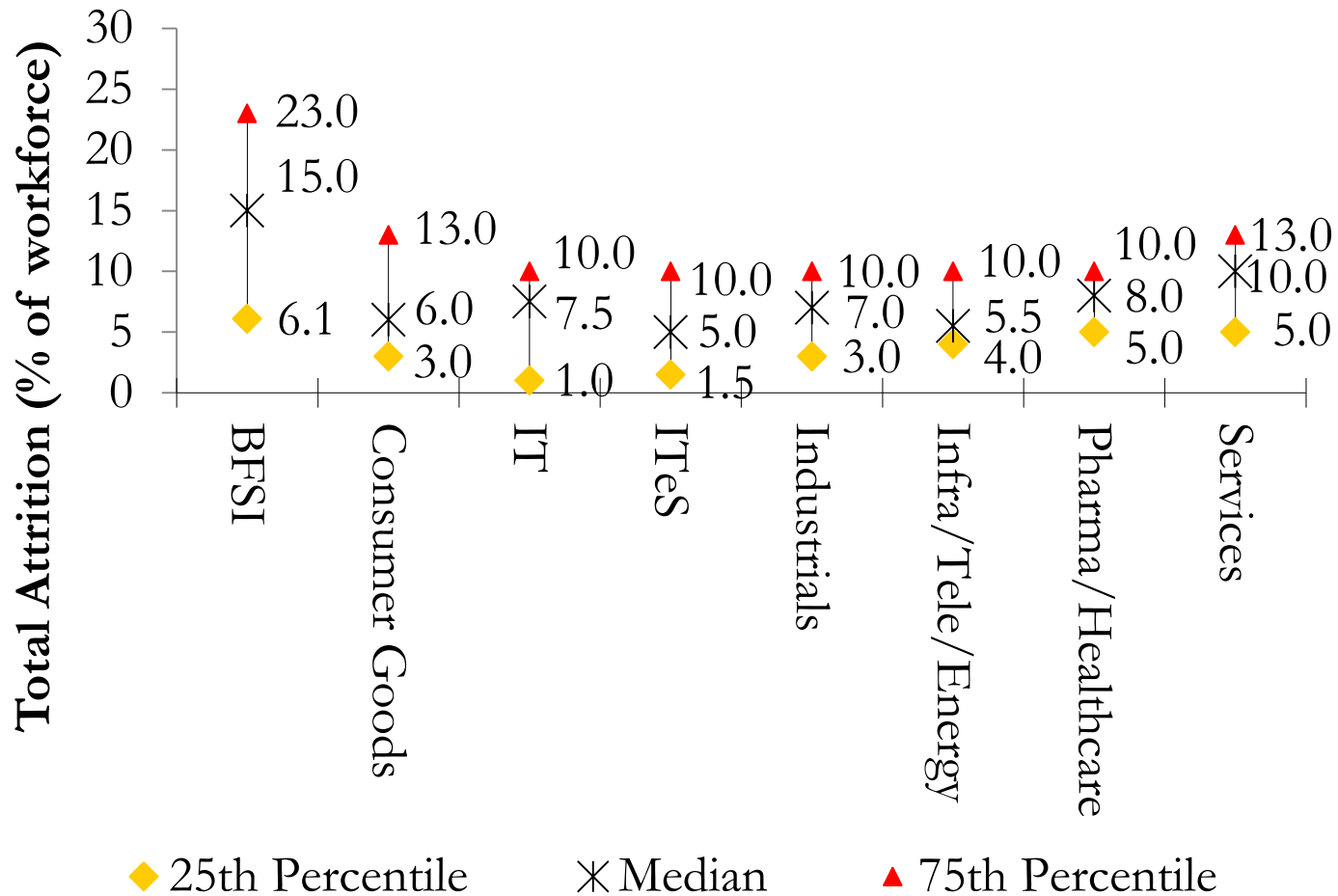
Total Attrition, % of workforce (2017-18): Junior Management, Sectoral



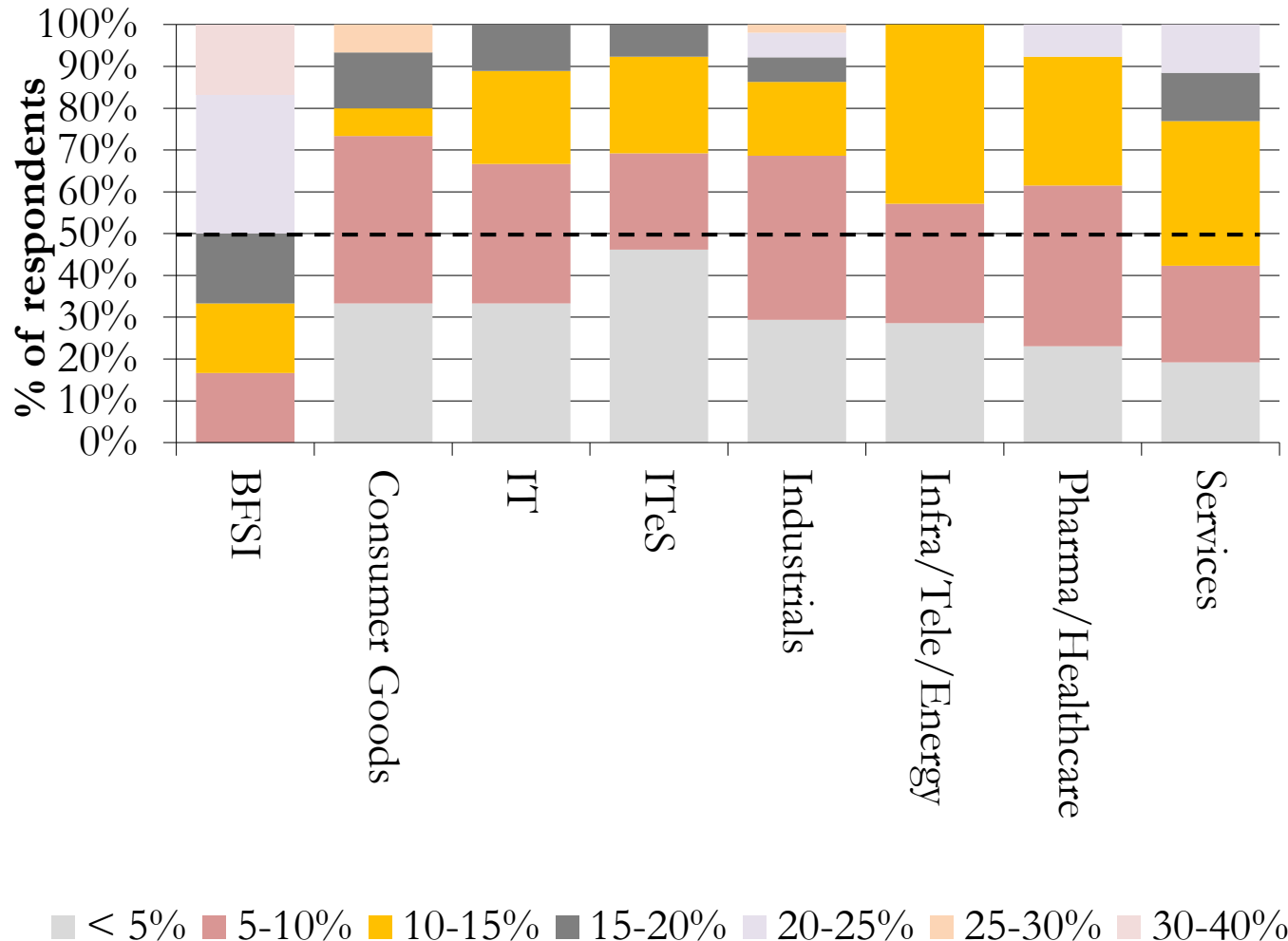
Total Attrition, % of workforce (2017-18): Junior Management, Sectoral



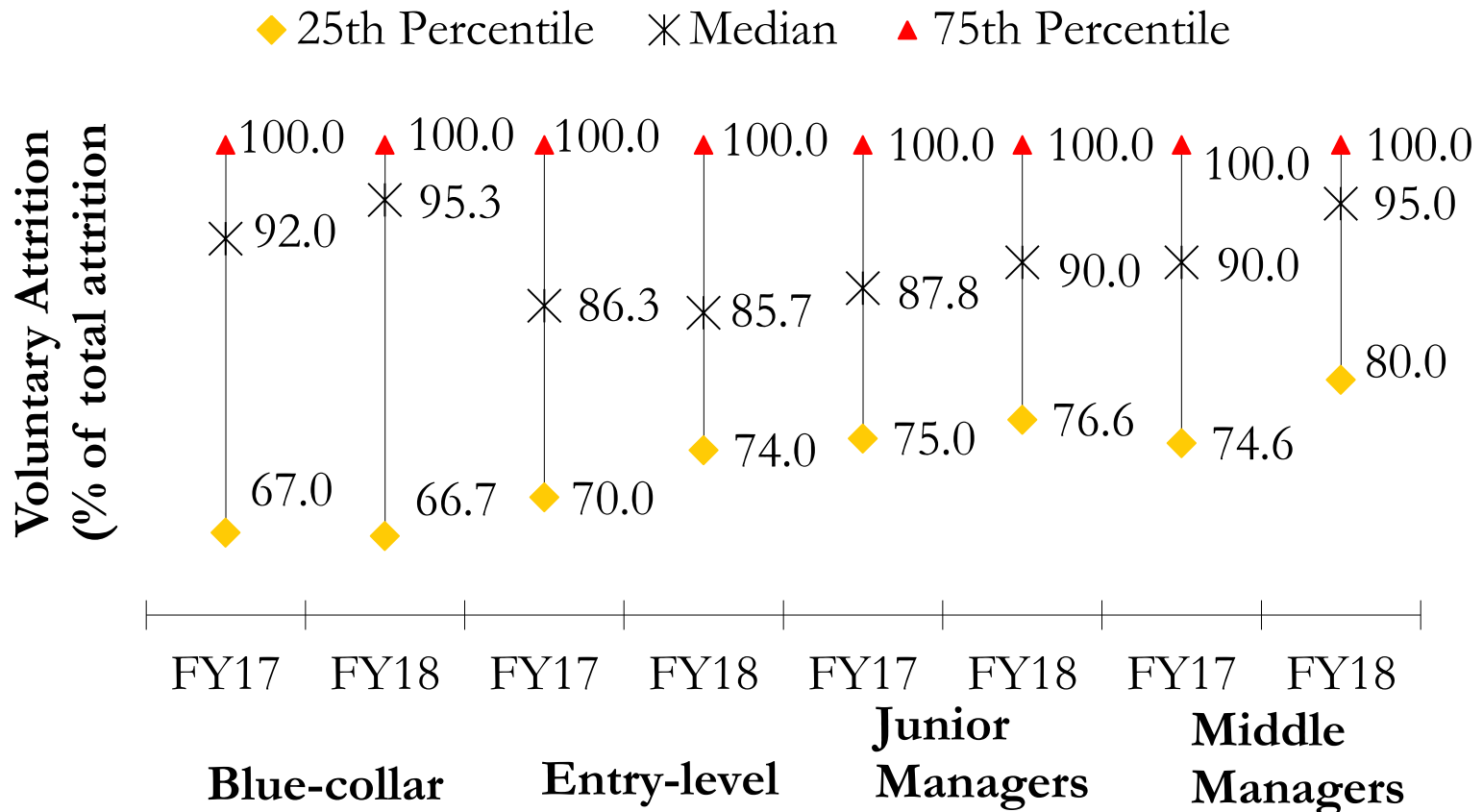
Total Attrition, % of workforce (2017-18): Middle Management, Sectoral



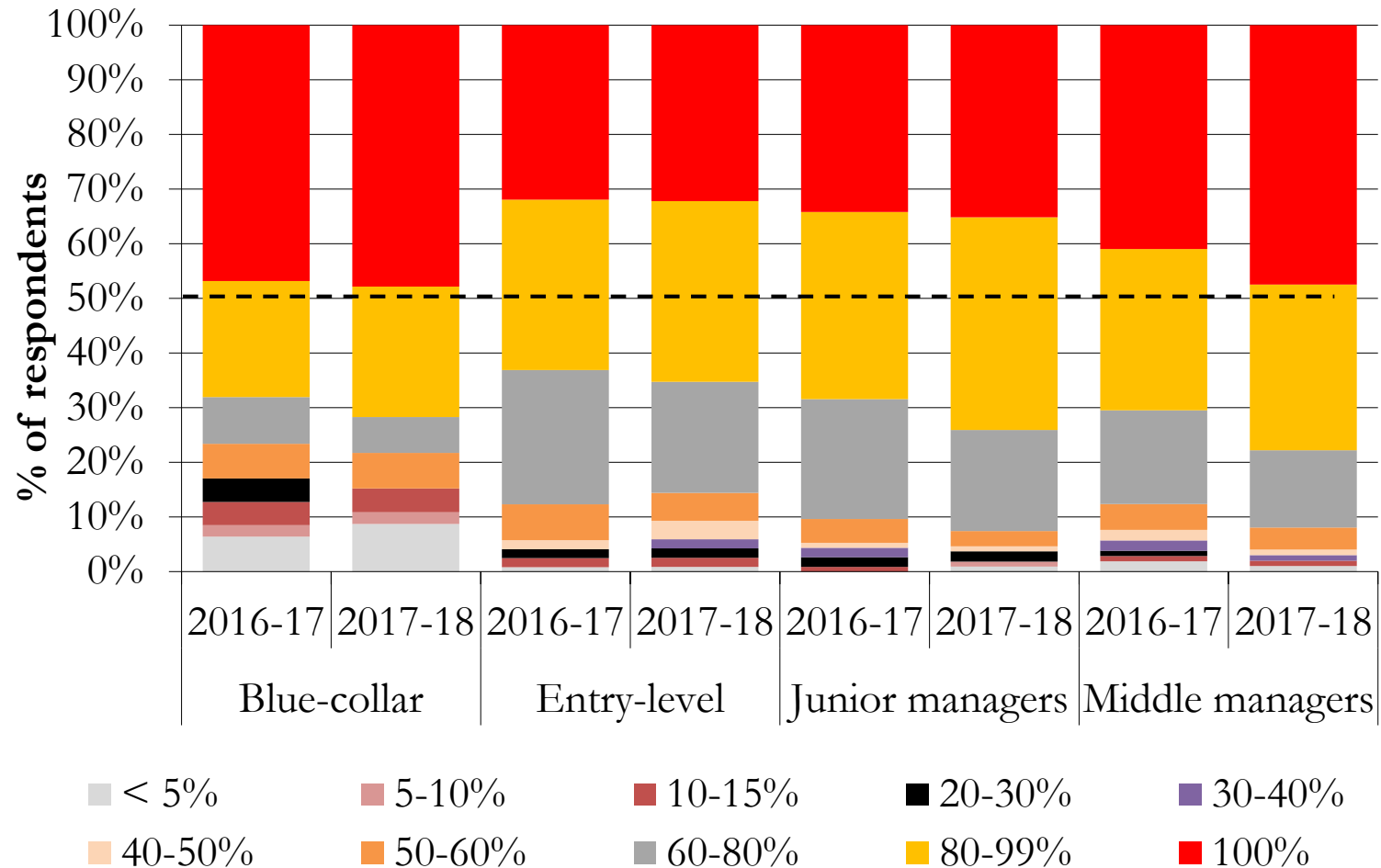
Total Attrition, % of workforce (2017-18): Middle Management, Sectoral



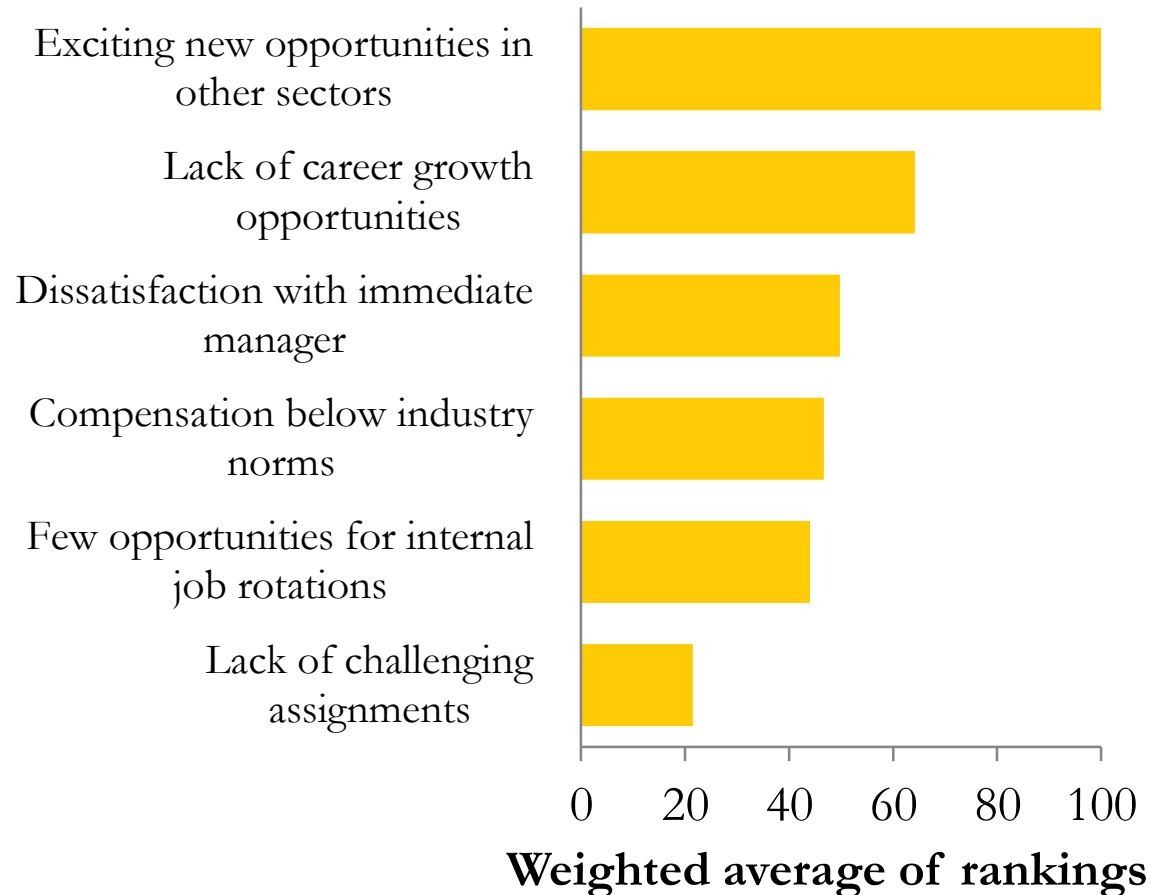
Voluntary Attrition (i.e., desired by the employee, not the company), as % of total attrition



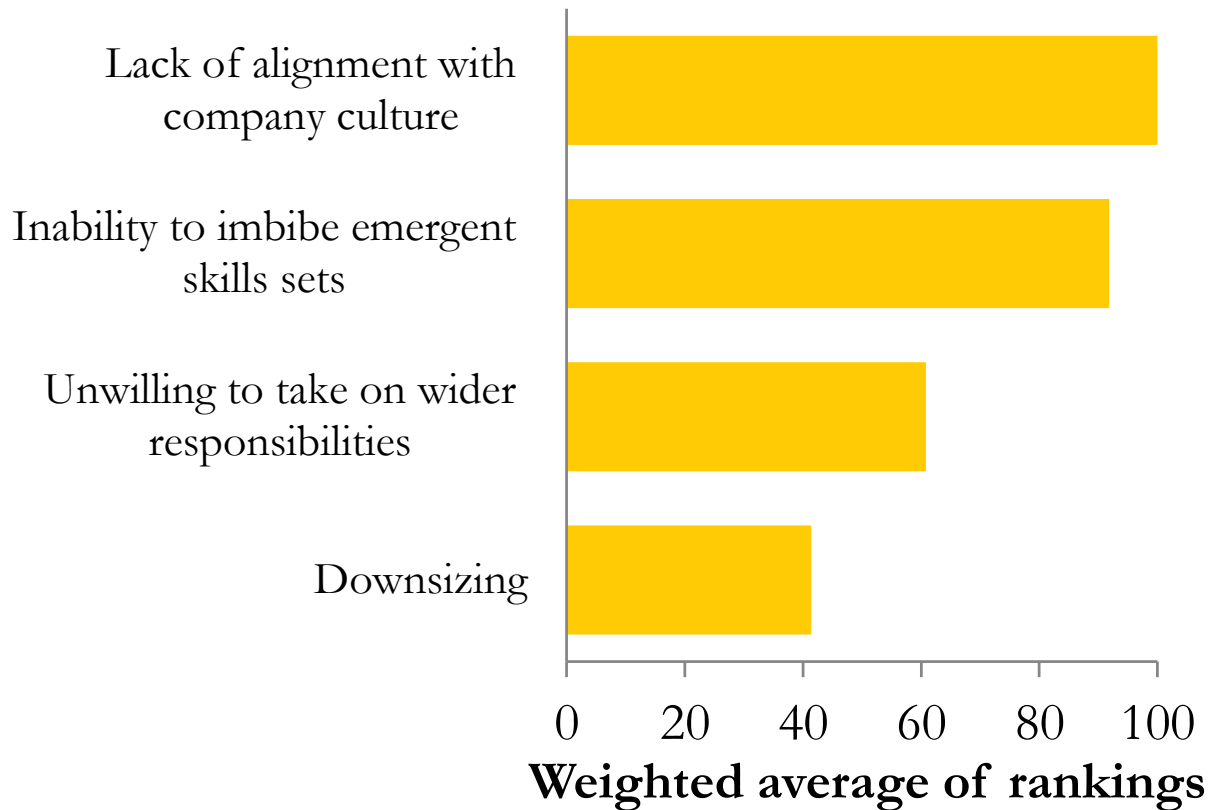
Voluntary Attrition (i.e., desired by the employee, not the company), as % of total attrition



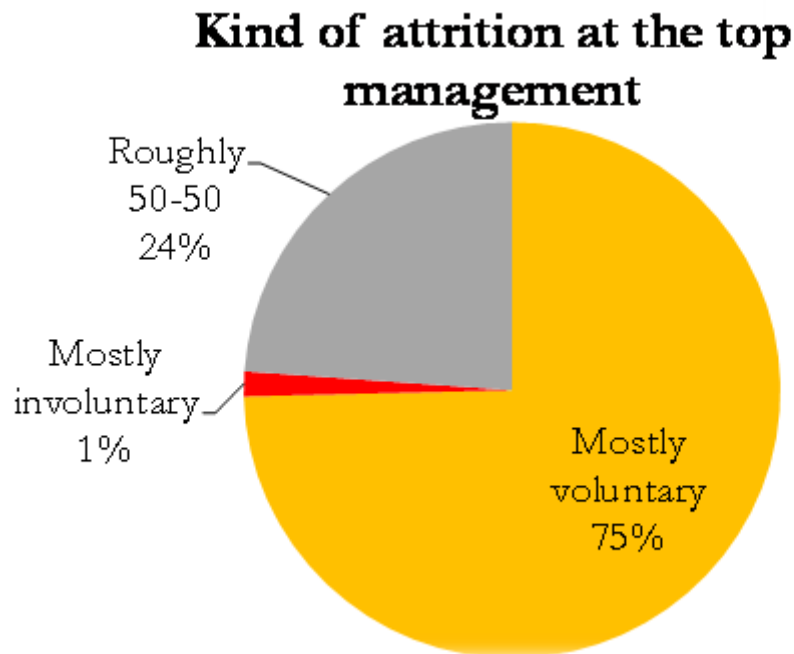
Key reasons for voluntary attrition (i.e., desired by the employee, not the company)



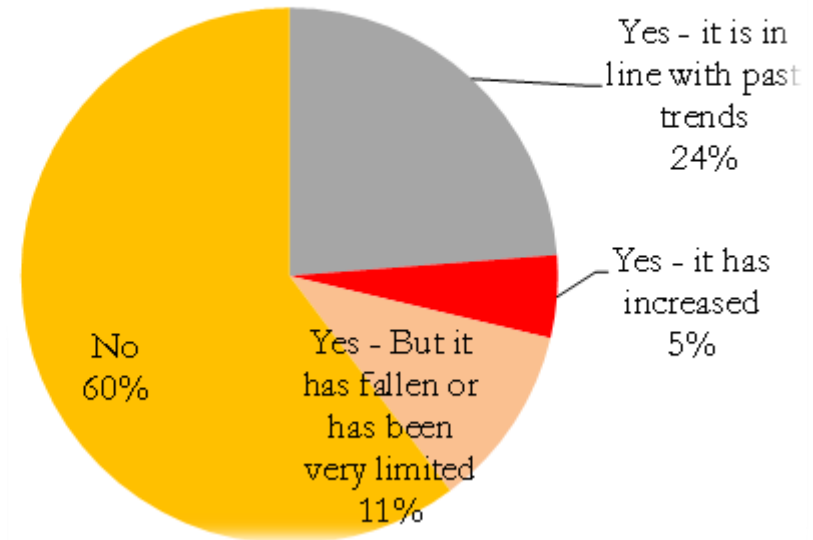
Key reasons for involuntary attrition (i.e., attrition desired by the company)



Have you seen attrition at top management level in last 12 months?

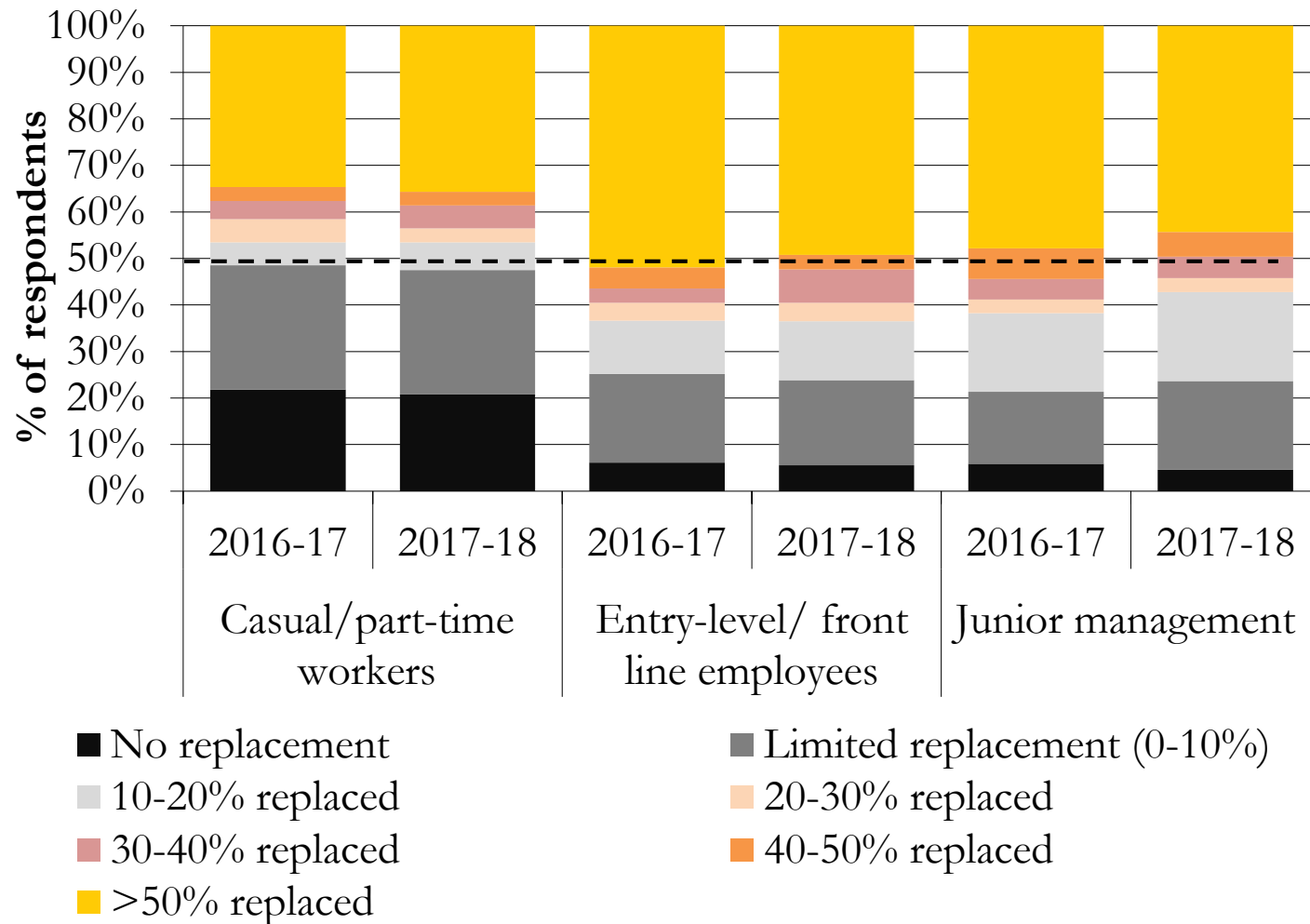


**Attrition at top management level
Last 12 months**

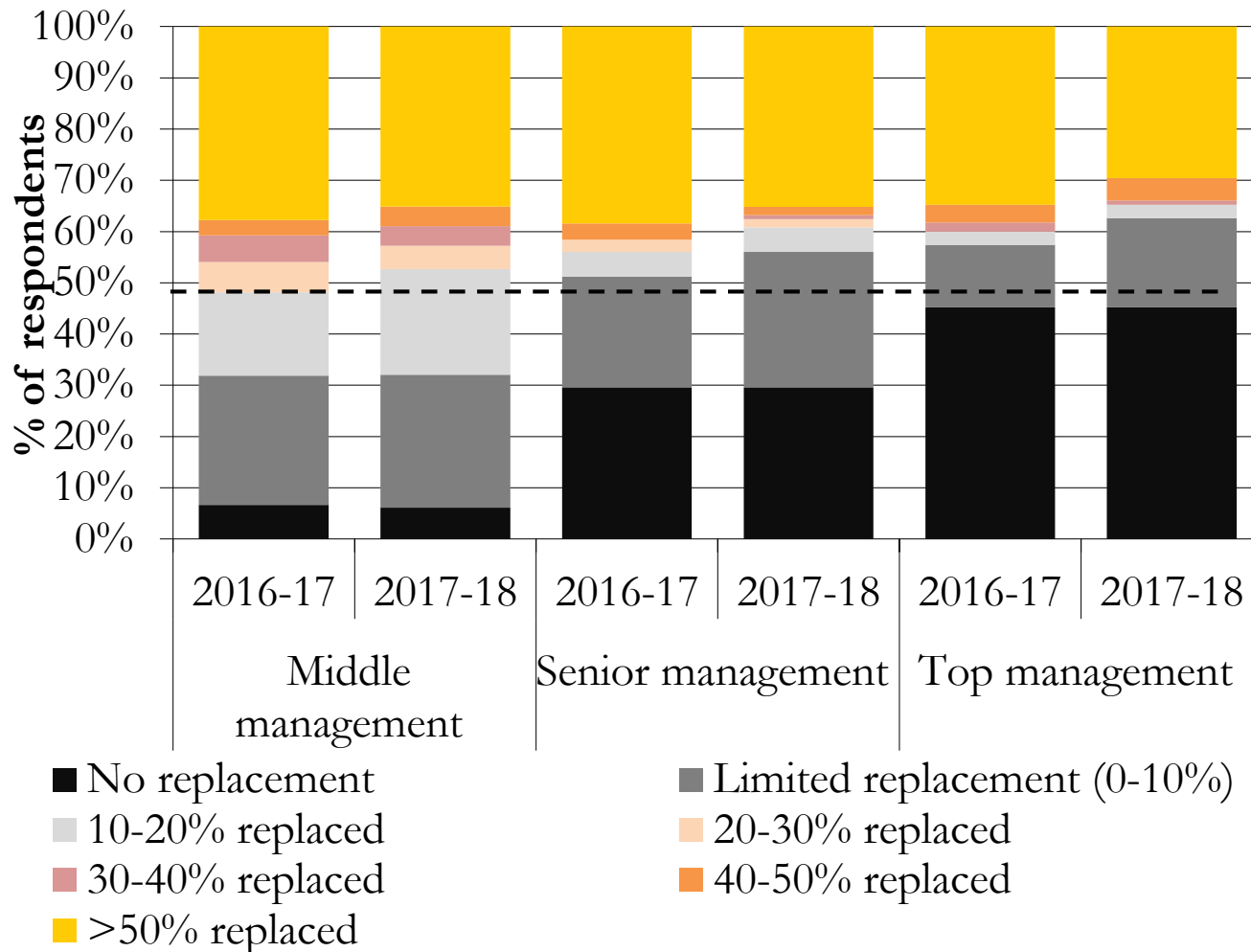


What kind of attrition at top management has been observed?

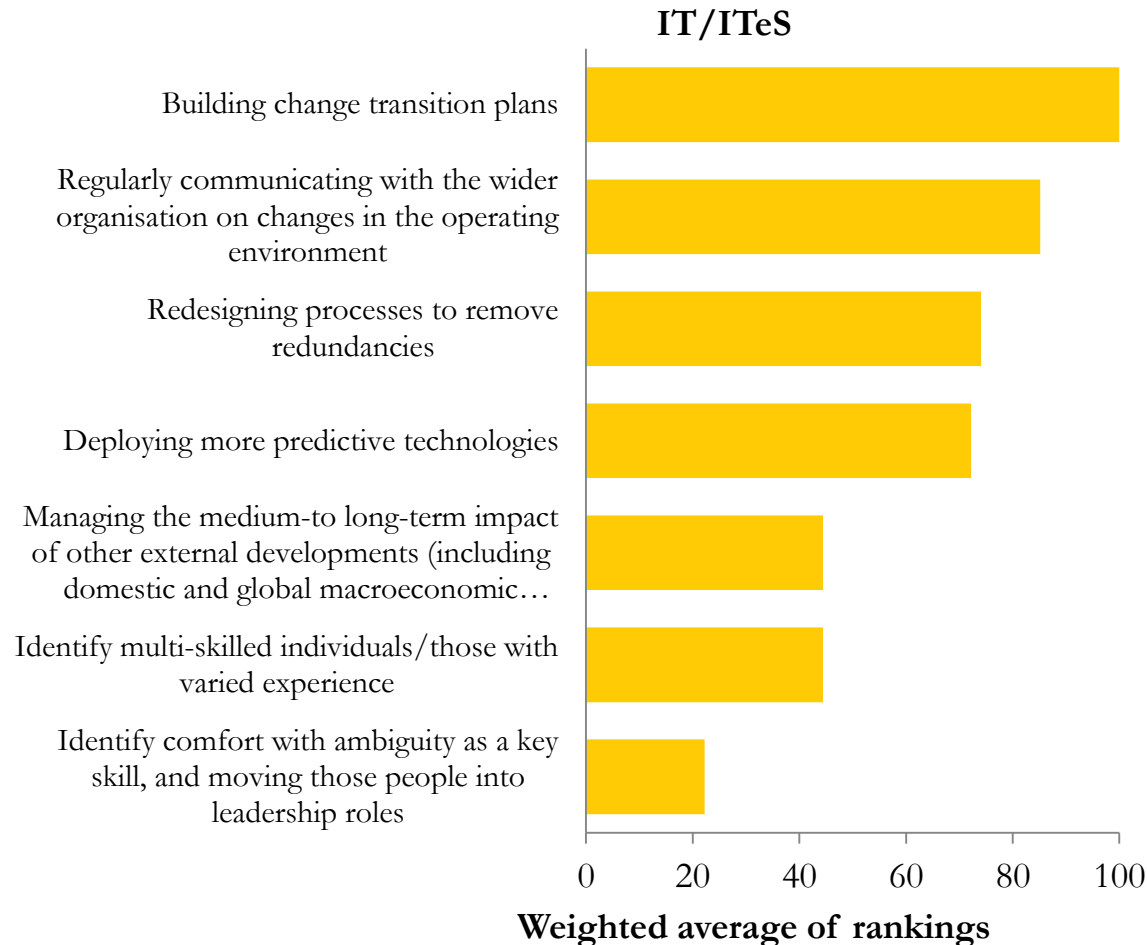
Replacement hiring (to fill an existing position that was vacated by an employee)



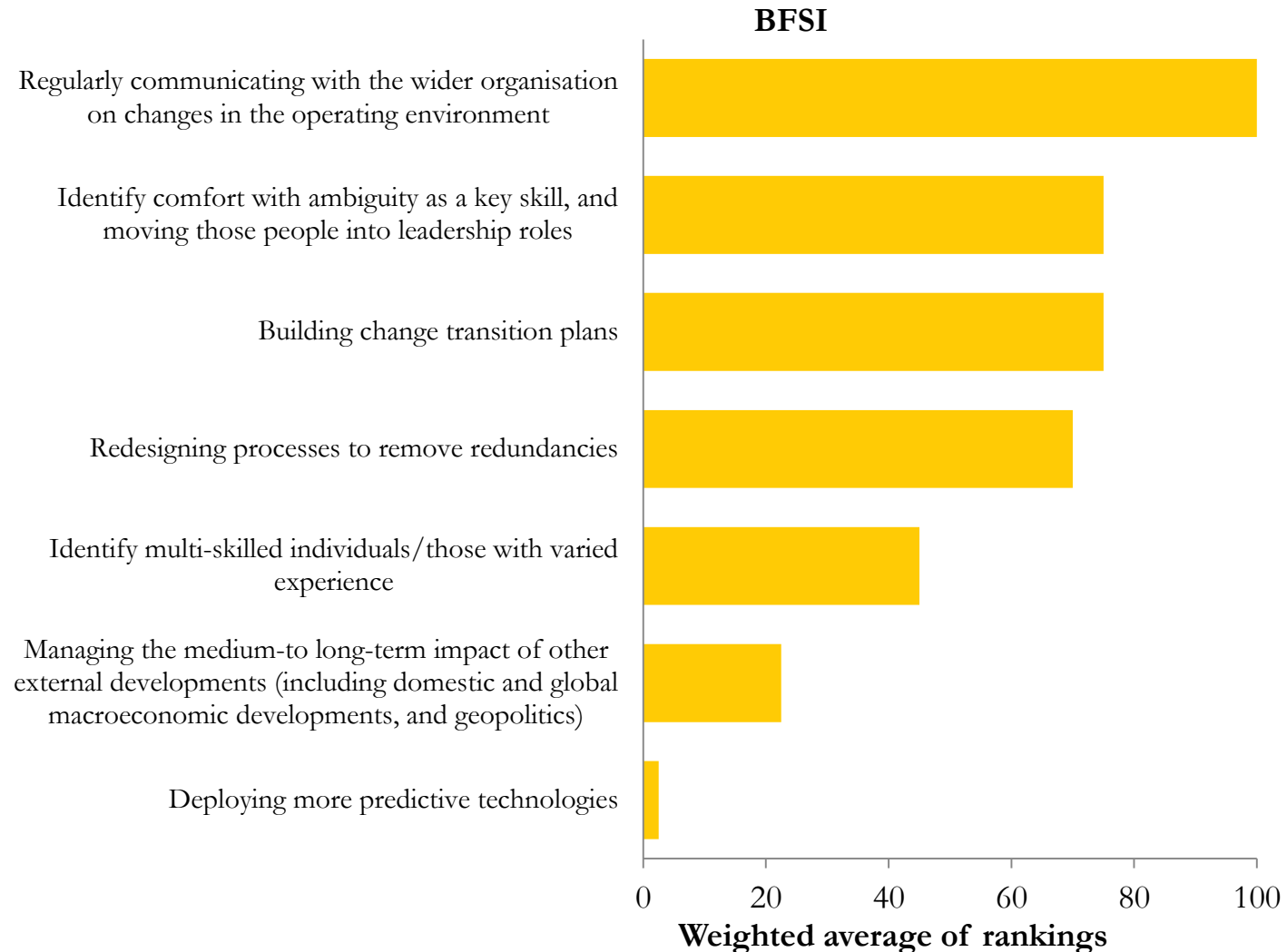
Replacement hiring (to fill an existing position that was vacated by an employee)



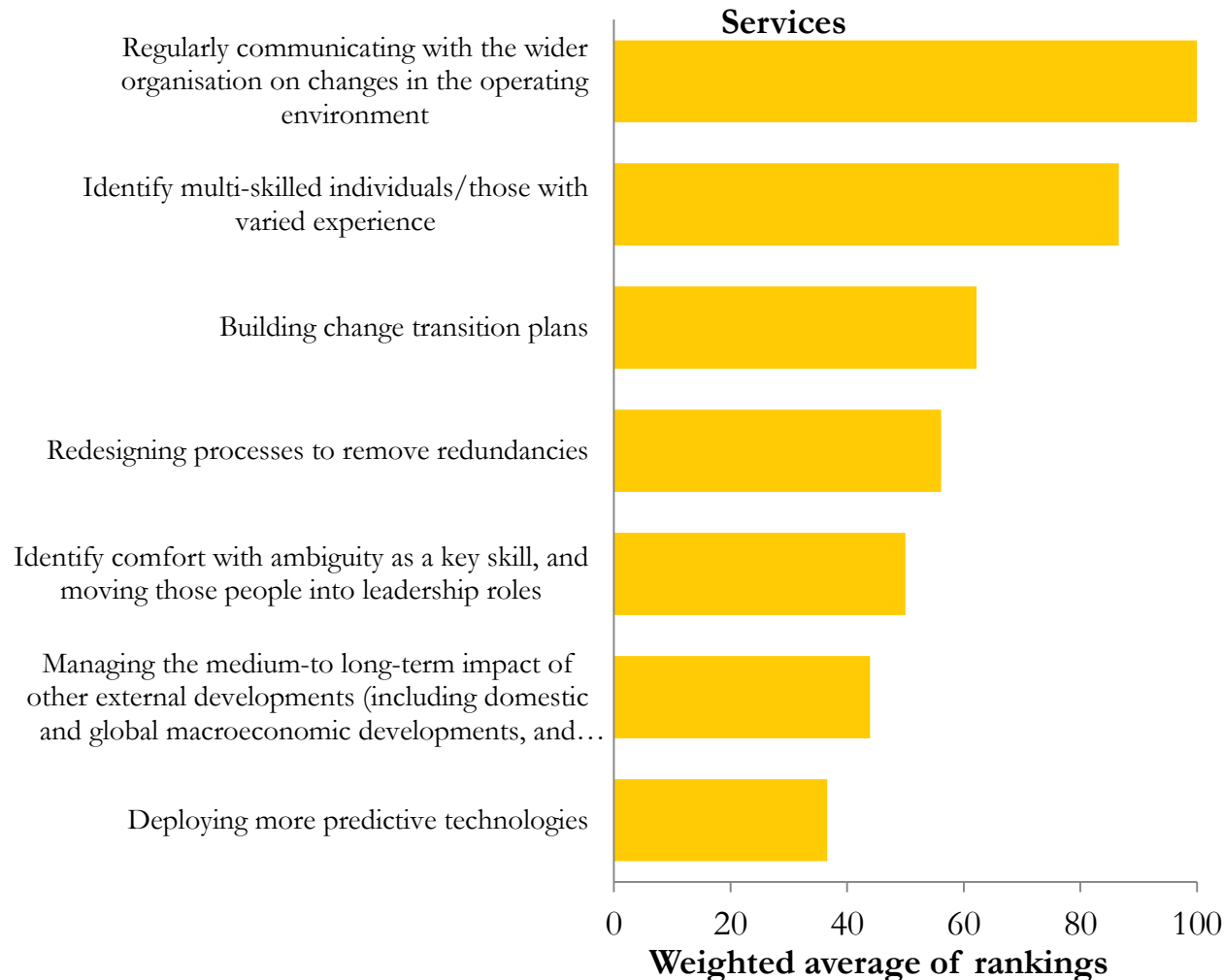
Change management – Dealing with flux/churn in the operating environment: Sectoral



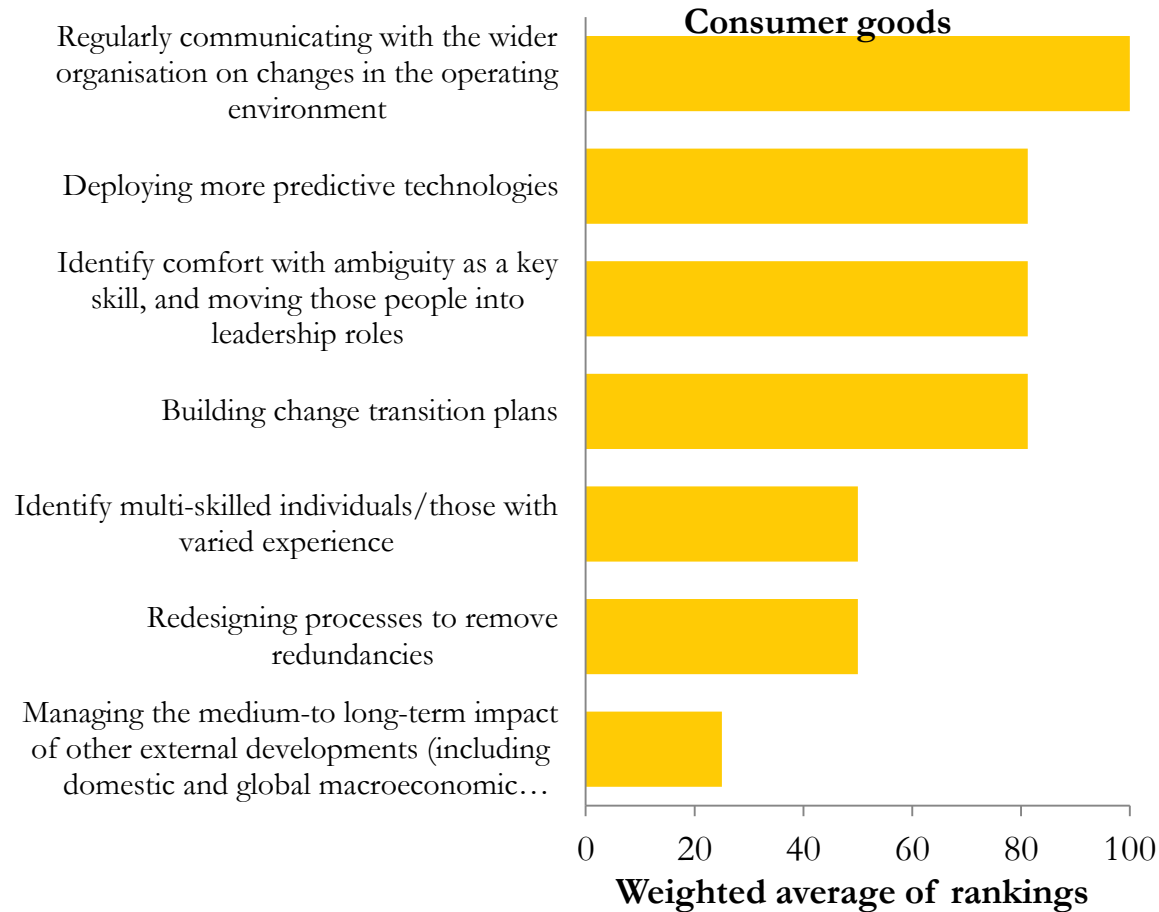
Change management – Dealing with flux/churn in the operating environment: Sectoral



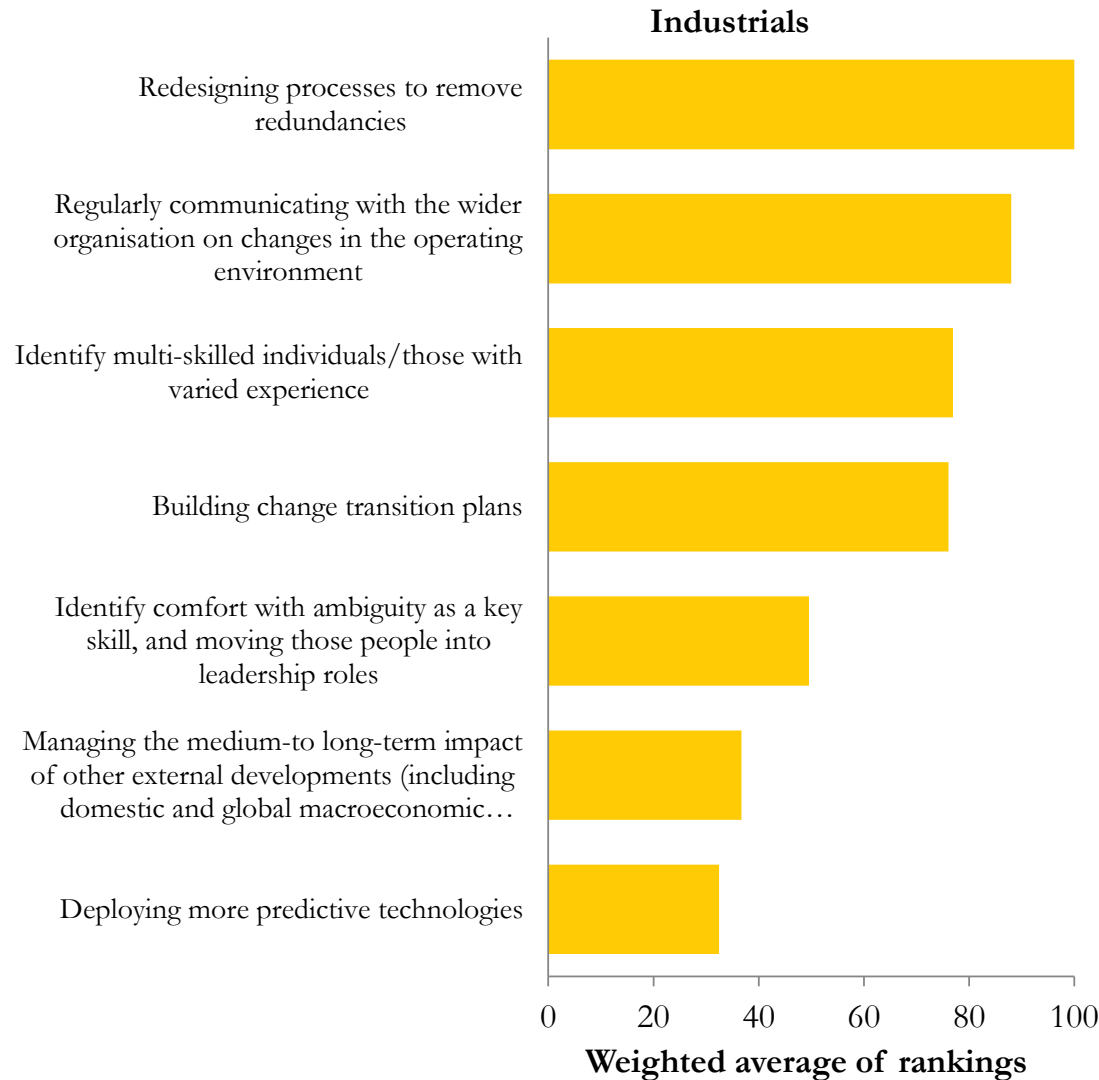
Change management – Dealing with flux/churn in the operating environment: Sectoral



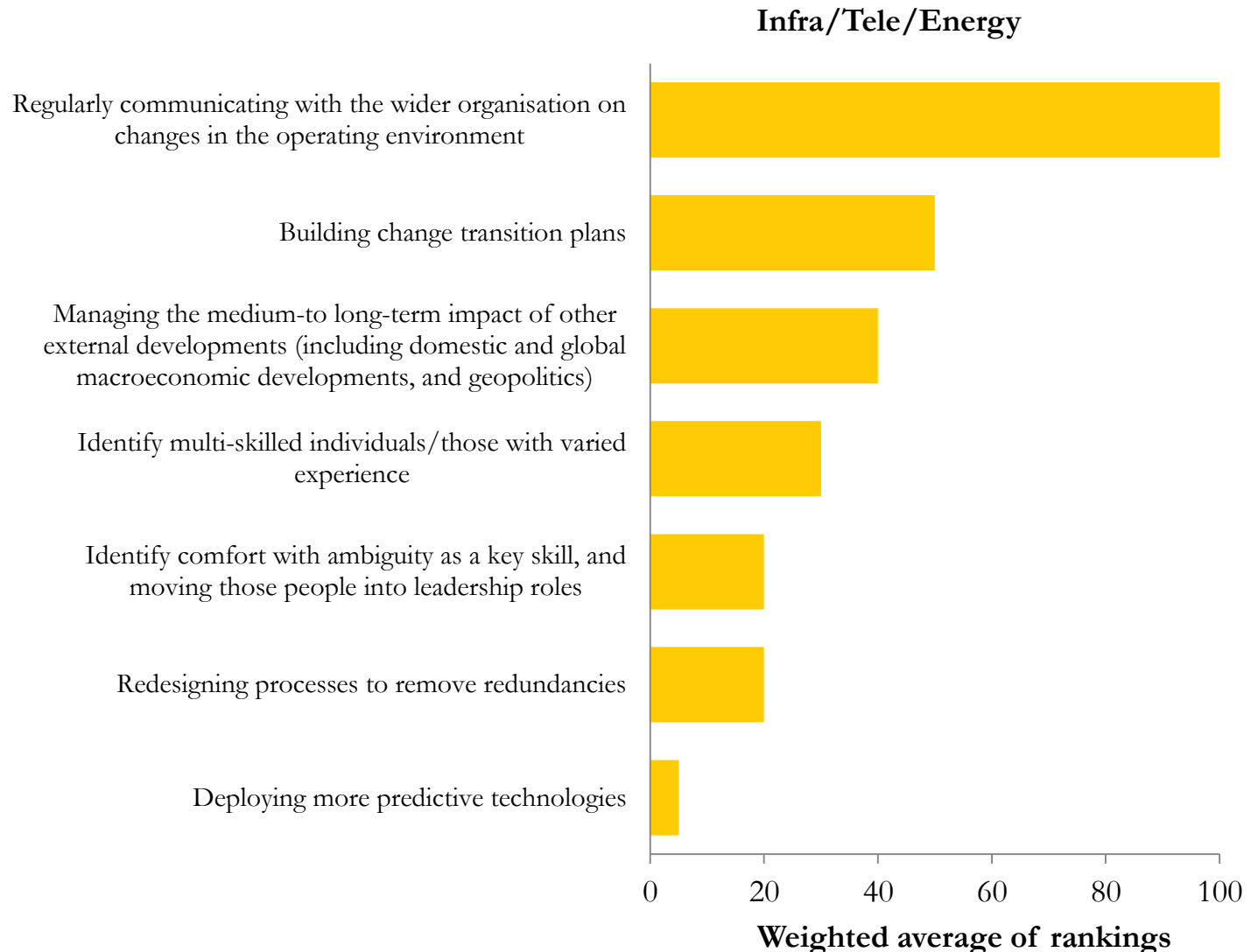
Change management – Dealing with flux/churn in the operating environment: Sectoral



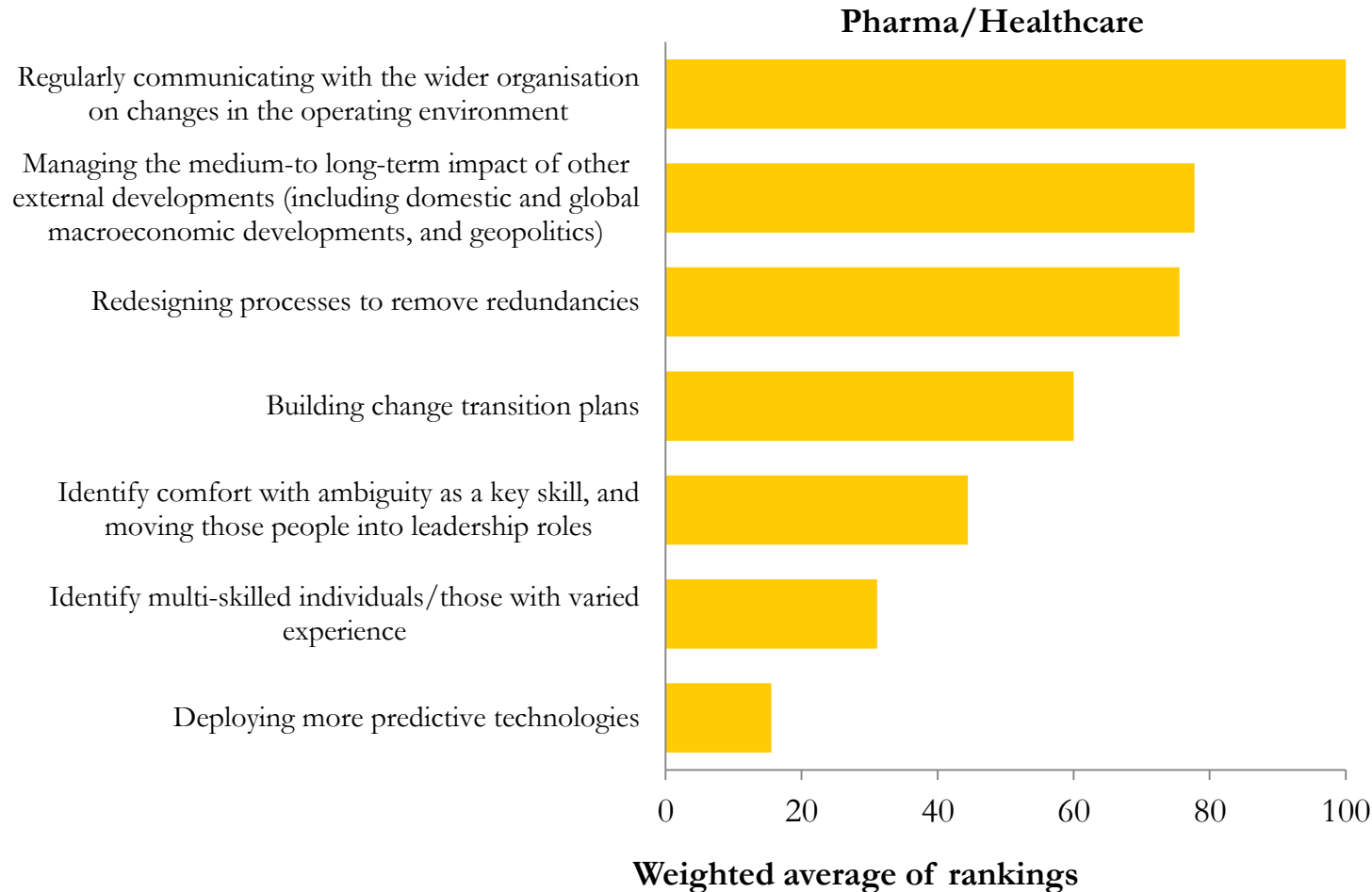
Change management – Dealing with flux/churn in the operating environment: Sectoral



Change management – Dealing with flux/churn in the operating environment: Sectoral



Change management – Dealing with flux/churn in the operating environment: Sectoral



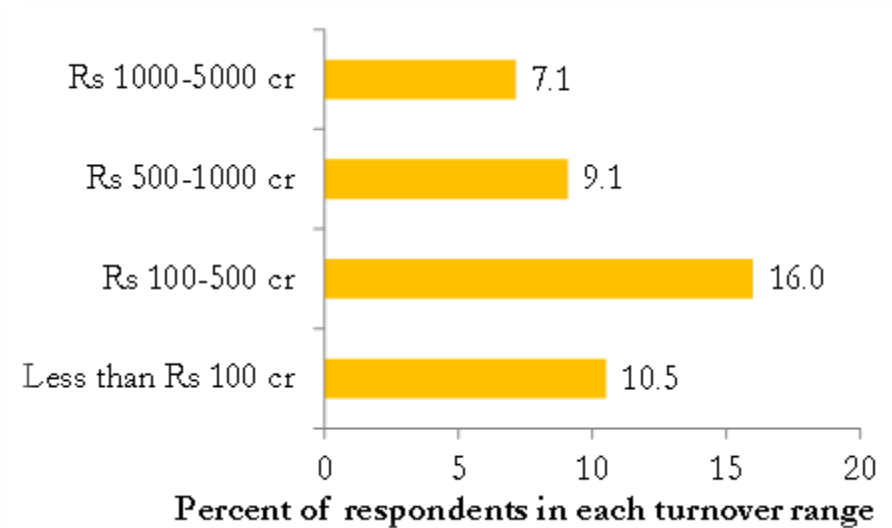
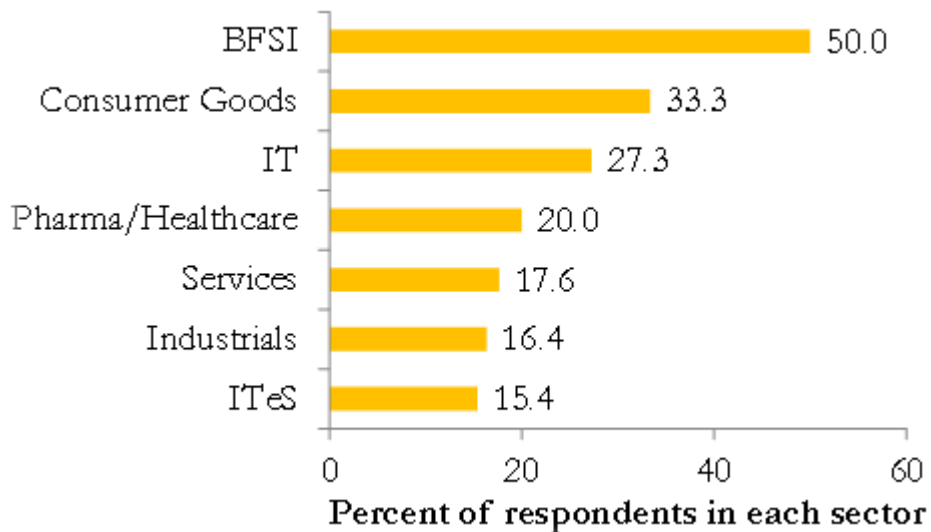
Other miscellaneous results



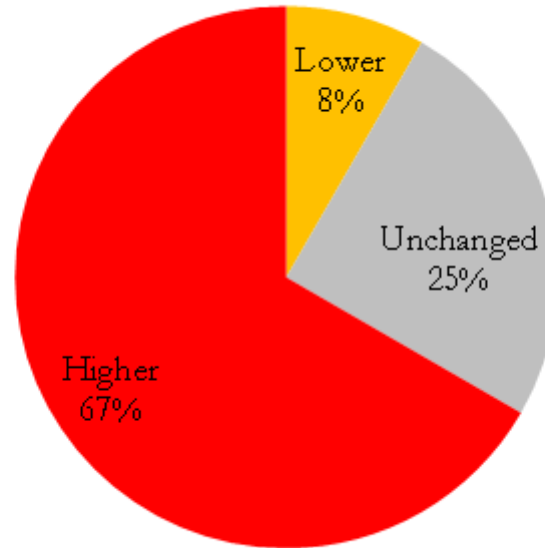
Sector and Turnover cuts – Positive Factors



Those ranking organisation structure and reskilling in top two positive factors

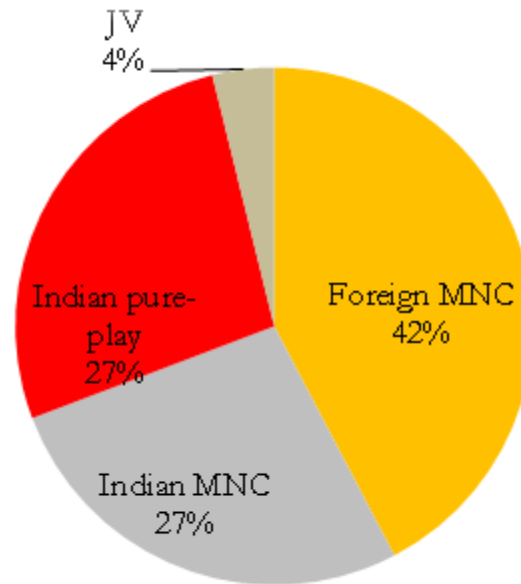


Those saying higher automation (No. of respondents – 12)



Downsizing decisions at firm level

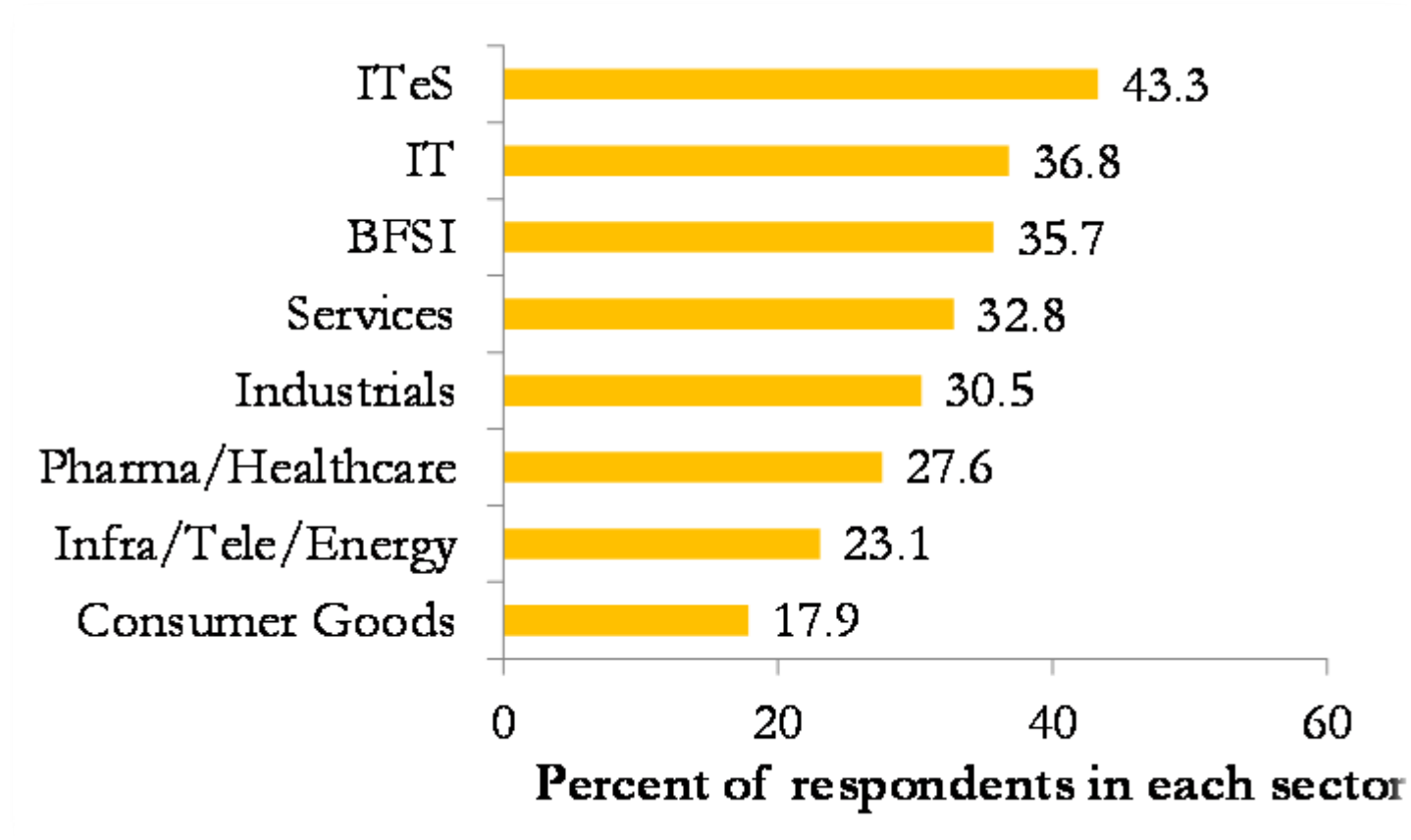
By ownership – Those saying downsizing decisions at firm level (No. of respondents – 26)



Reasons for wage bill increase

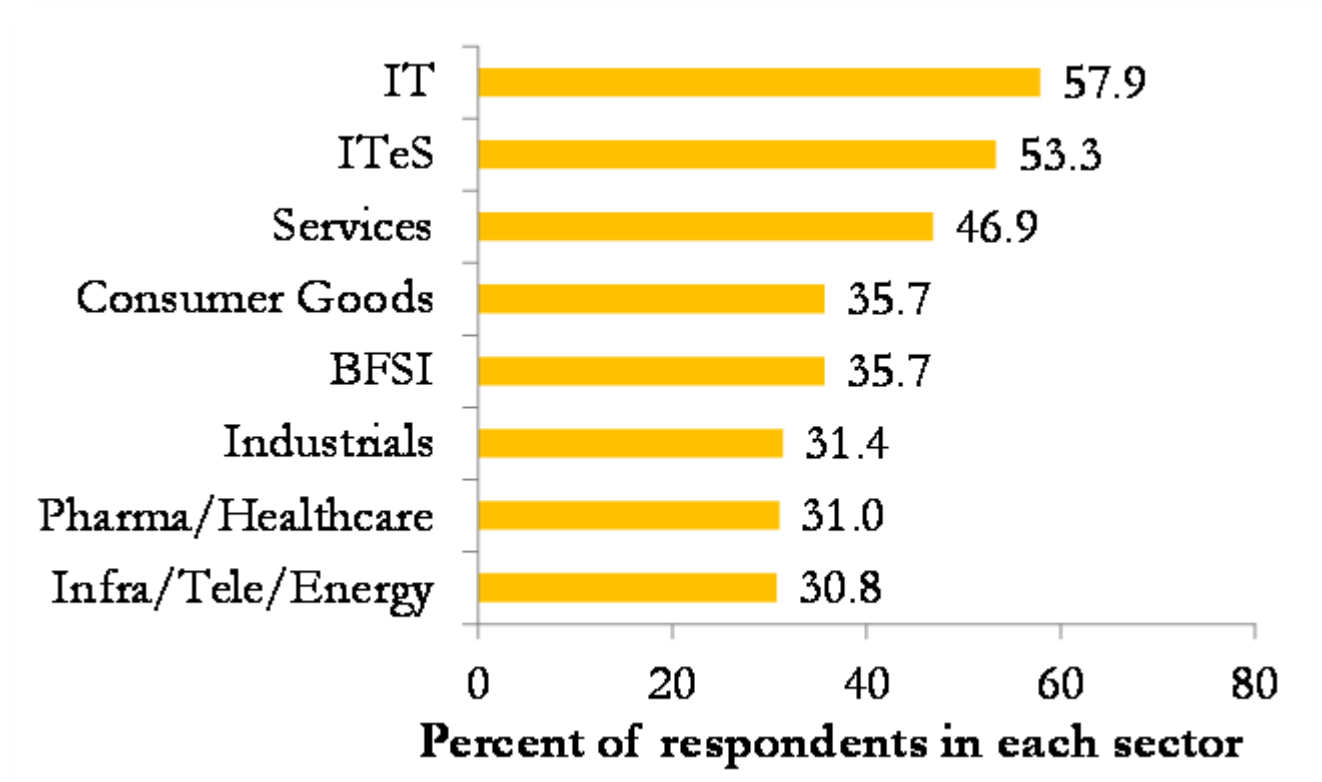


By sector – Those saying increase in base pay and expanding team size (No. of respondents – 97)



Reasons for wage bill increase

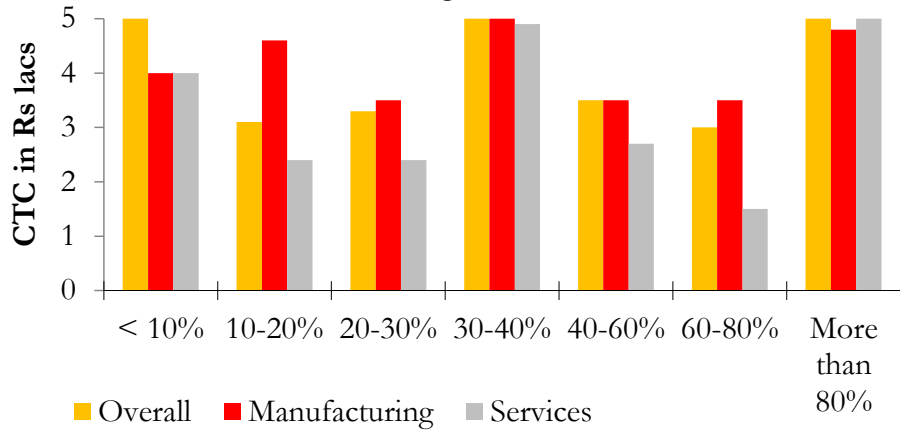
By sector – Those saying more expensive new resources (No. of respondents – 99)



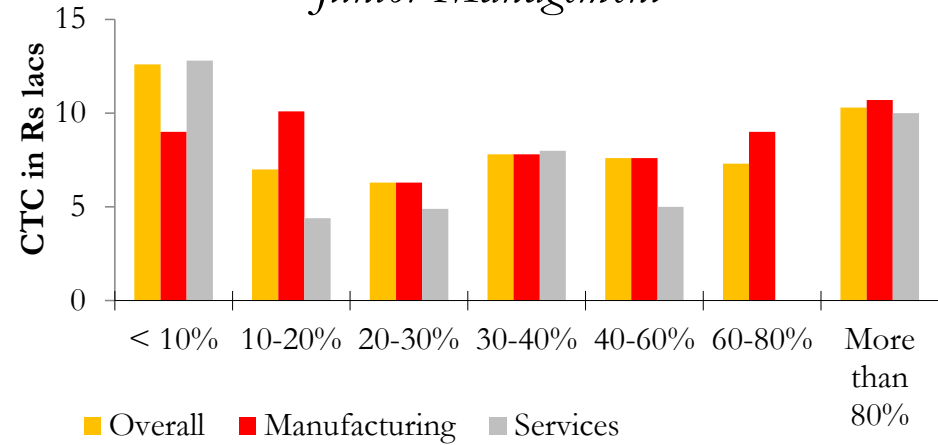
CTC by blue collar workforce



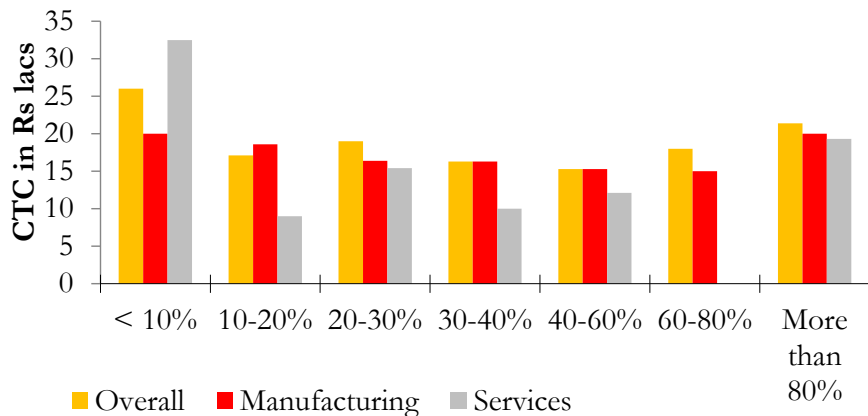
Entry-level



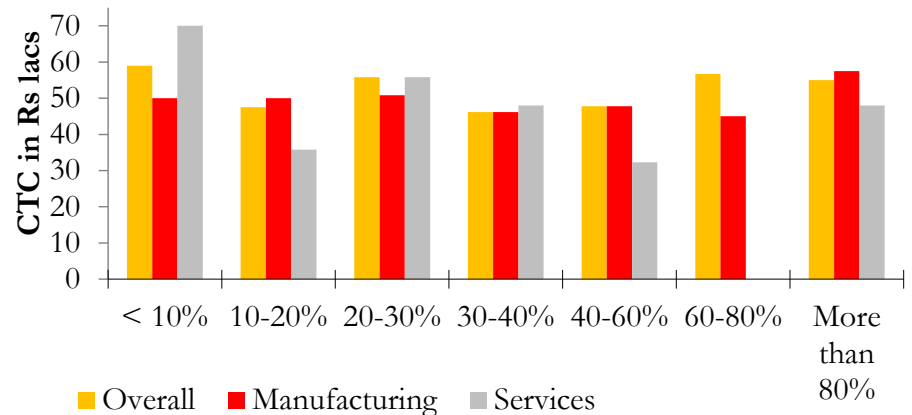
Junior Management



Middle Management



Senior Management



Thank you



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