

# Welcome to HRhelpdesk.in

Supporting human resources

# Annual HR Salary Survey 2012

Benchmarking of HR professionals

September 2012

- HRhelpdesk.in is an HR outsourcing and consulting company offering customized services to support people agenda of our clients

### What we do



### Key product offerings

Balanced Scorecard Design and Rollout
CTC Reimbursement Process Management
Employee Satisfaction Survey
Employee Query Desk Management
HR Manuals Design and Consolidation
HR Process Outsourcing
Internal Employer Branding
Past Employment Verification
Recruitment Process Outsourcing
Salary Benchmarking Studies
Training Content Development
Training Delivery

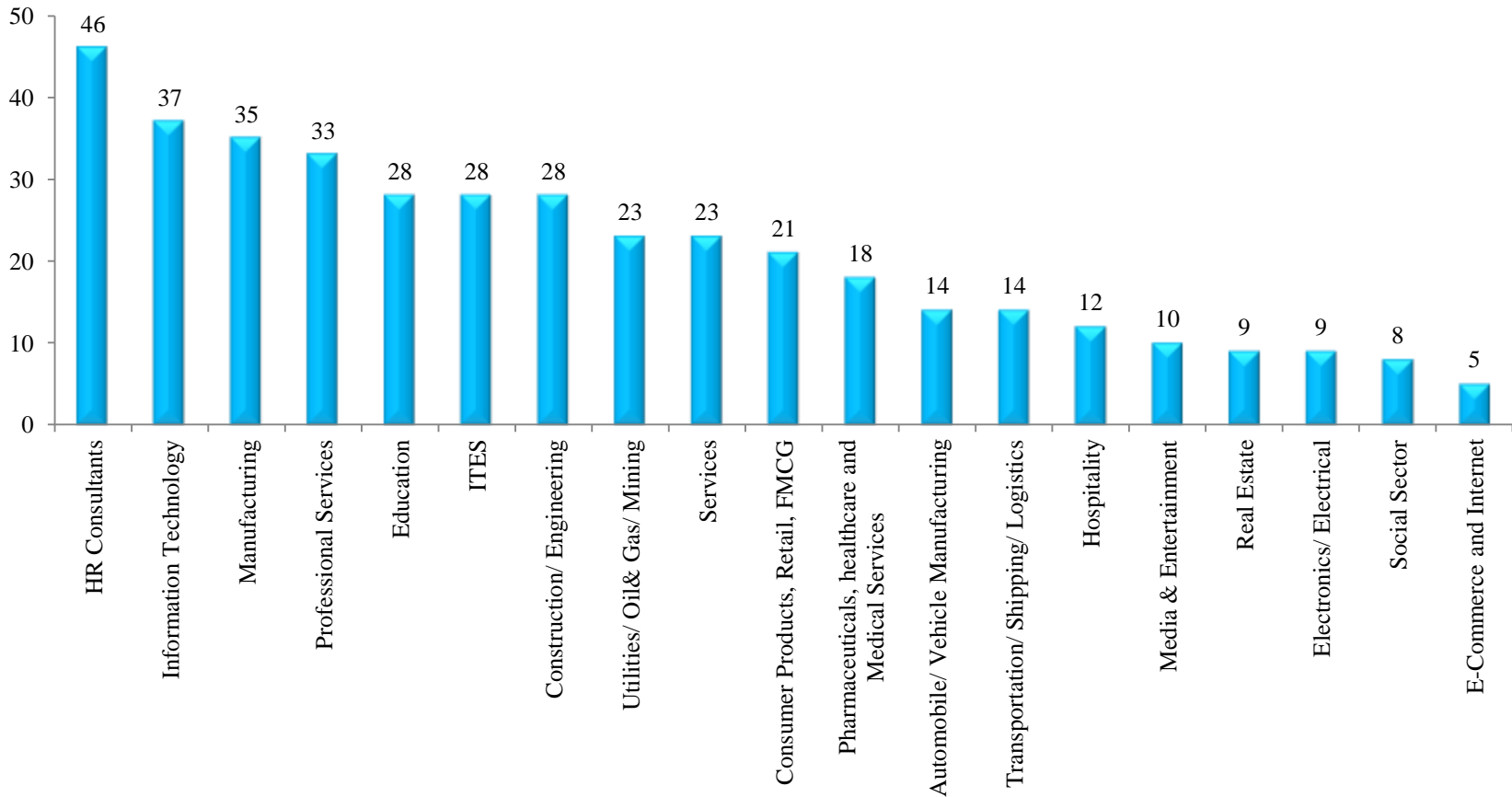
- All data presented and assumptions made, including ranking of industries is only based on responses from individuals and companies in those industries. The study only gives an indication. An individual company or industry may have different processes, systems and percentile levels than those presented here. This data is just a comparative analysis from amongst the respondents to this study

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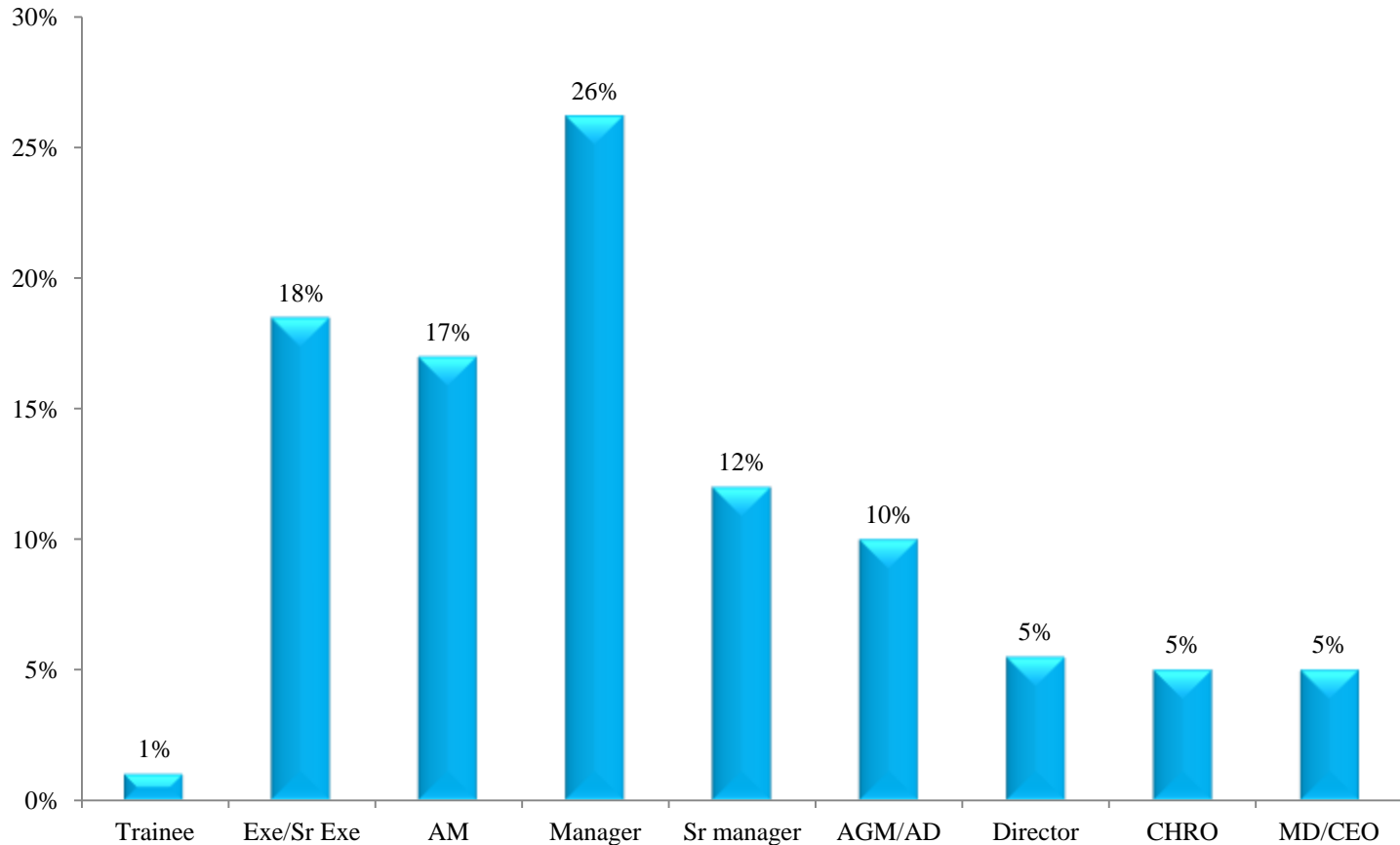
Respondents

- Data of more than 440 companies received compared to 260 companies in the 2011 Survey. The survey ran from 16<sup>th</sup> August to 30<sup>th</sup> September 2012
- Basis accurate and complete information provided by participating companies and individuals, a total of 401 companies qualified for being included in this report of 2012. In the 2011 Survey, a total of 209 companies were included

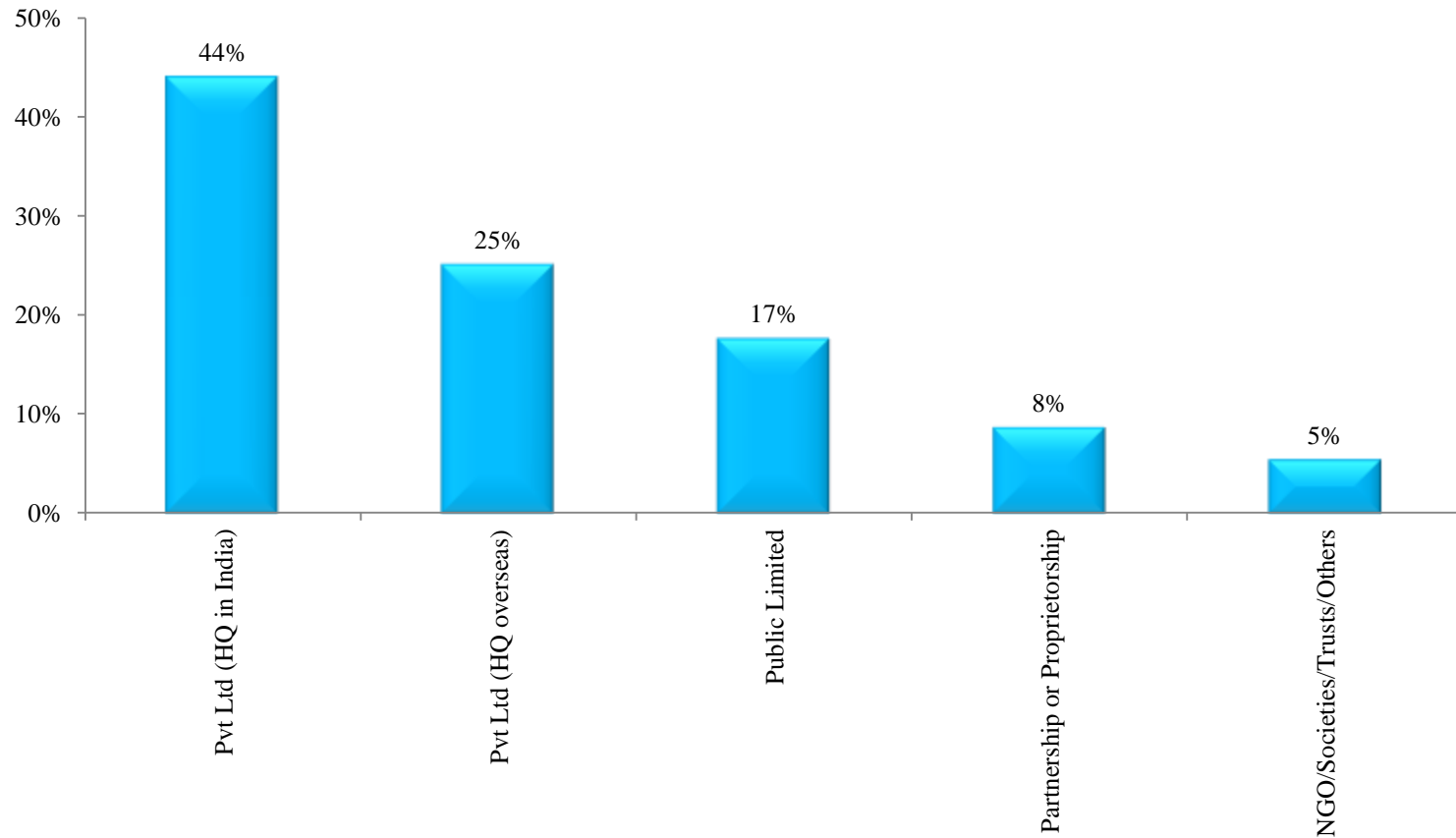


A total of 401 companies data was used for this benchmarking study, presenting a healthy mix of industries and in most cases providing enough data points to have an industry\* benchmark

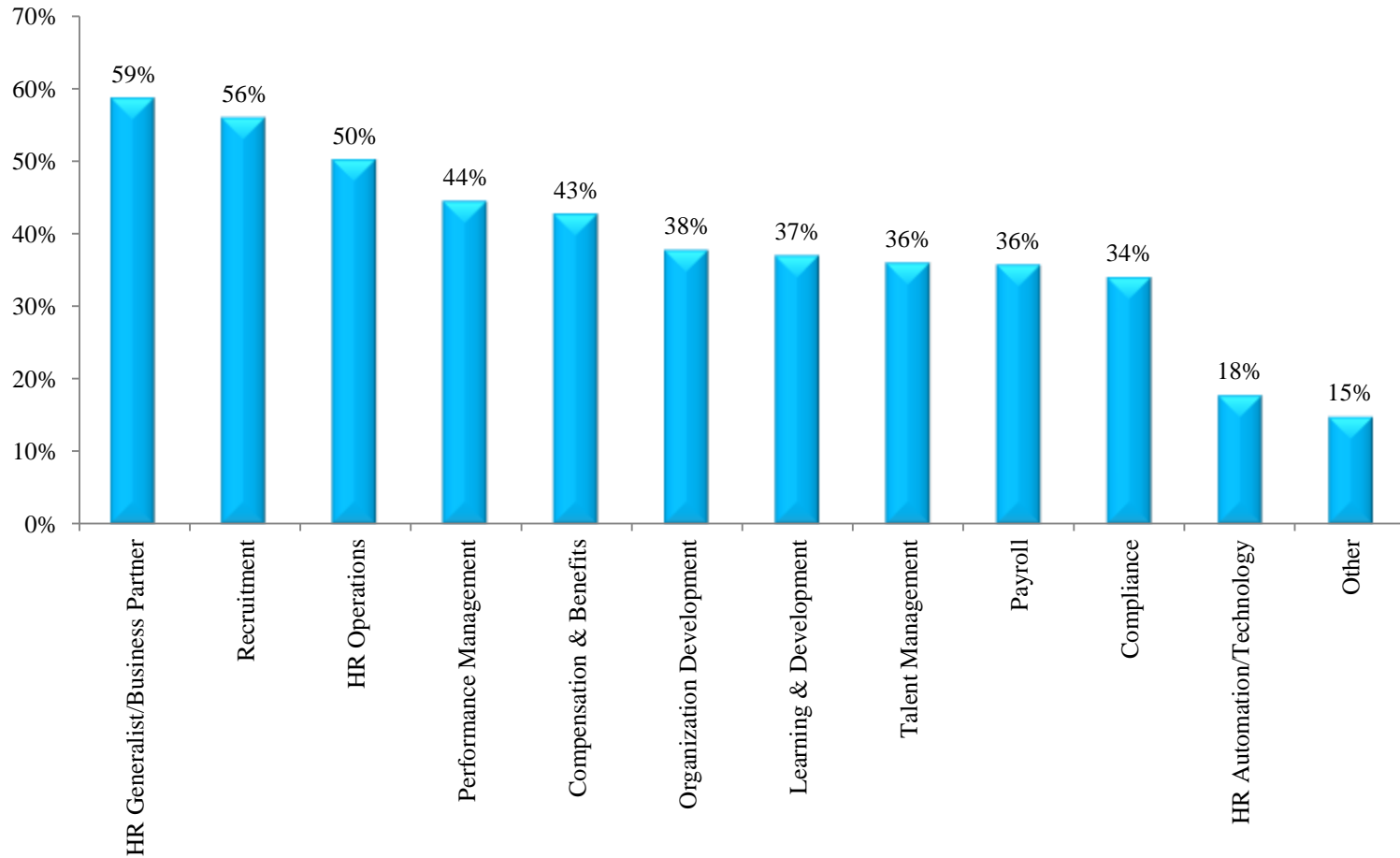




While maximum data points were for Managers, a healthy mix of Designations across industries gave a good benchmark



A sizeable proportion of the companies were from Indian origin and multinationals.



The spread of respondents key deliverables gives us data points to see if role has an impact on the salary drawn

## HR Metrics

Industry*	Average fixed salary increase for HR practitioners in the year 2011-12
Electronics/ Electrical	17%
Pharmaceuticals, healthcare, Medical Services	14%
Consumer Products, Retail, FMCG	13%
Transportation/ Shipping/ Logistics	13%
ITES	13%
Real Estate	13%
Information Technology	13%
Manufacturing	12%
HR Consultants	12%
Education	12%
Services	12%
Social Sector	12%
Automobile/ Vehicle Manufacturing	11%
E-Commerce and Internet	11%
Professional Services	10%
Construction/ Engineering	10%
Hospitality	10%
Utilities/ Oil& Gas/ Mining	10%
Media & Entertainment	7%

On an average, HR practitioners saw an increment of 12% in their gross fixed CTC for the year ending 2011-12. Which is similar to the year ending 2010-11.

Electronics sector lead the group by giving an average increment of 17% to HR practitioners, while in 2010-11 it was ITES which lead the group.

With majority of industries staying around the average increment of 12%, media and entertainment showed an average increase of only 7% to gross salaries of HR practitioners

Industry*	Average predicted fixed salary increase for HR practitioners in the year 2012-13
Electronics/ Electrical	18%
ITES	17%
Services	15%
Hospitality	15%
Pharmaceuticals, healthcare , Medical Services	14%
Consumer Products, Retail, FMCG	14%
Automobile/ Vehicle Manufacturing	14%
Information Technology	14%
HR Consultants	13%
Transportation/ Shipping/ Logistics	13%
Education	13%
Construction/ Engineering	12%
Manufacturing	12%
Media & Entertainment	12%
Real Estate	12%
Utilities/ Oil& Gas/ Mining	11%
Professional Services	11%
Social Sector	10%
E-Commerce and Internet	8%

Prediction by HR practitioners for their salary increases in the coming increment cycle of 2012-13 is in line with historical increases for 2010-11 and 2011-12.

The prediction is indicating only a marginal upward movement by 1% taking the average expected salary increment of HR practitioners for the coming year of 2012-13 to 13%.

Company Type	Average increment in fixed salary for HR Practitioners in the year 2011-12
Pvt Ltd (Headquartered in India)	13%
Public Limited	12%
NGO/Societies/Trusts/Others	11%
Partnership or Proprietorship	11%
Pvt Ltd (Headquartered overseas)	11%

Companies with their HQ in India do have a more aggressive outlook towards salaries, as they continue to give an average 13% increase, being the highest compared to other ownership patterns. It is only the non-Indian multinationals which have seen a decline in their average salary increment to HR practitioners from 13% to 11% . All other ownership patterns have seen either an increase in the average salary increment or maintained similar salary increment for HR practitioners for the year 2011-12

Industry*	Average attrition for the year 2011-12
HR Consultants	64%
Social Sector	54%
ITES	41%
Electronics/ Electrical	40%
Real Estate	39%
Professional Services	37%
Hospitality	35%
Manufacturing	35%
Information Technology	34%
Pharmaceuticals, healthcare and Medical Services	34%
Transportation/ Shipping/ Logistics	33%
Automobile/ Vehicle Manufacturing	29%
Media & Entertainment	28%
Education	27%
Services	26%
Construction/ Engineering	19%
Utilities/ Oil& Gas/ Mining	19%
Consumer Products, Retail, FMCG	14%
E-Commerce and Internet	12%

The HR profession saw an average attrition of 33% across industries\* for the year 2011-12, this is similar to the last year trend which was at 34%.

Attrition doesn't seem to follow any specific industry pattern representing high growth or slowdown. A hypothesis could therefore be made that HR practitioners jump industries with ease.



Industry*	Average HR to employee ratio
Hospitality	173
Transportation/ Shipping/ Logistics	135
Services	133
Pharmaceuticals, healthcare, Medical Services	112
Media & Entertainment	109
Consumer Products, Retail, FMCG	108
Manufacturing	104
Education	101
Social Sector	100
Utilities/ Oil& Gas/ Mining	99
Construction/ Engineering	98
ITES	85
Real Estate	81
Electronics/ Electrical	77
Professional Services	77
E-Commerce and Internet	68
Automobile/ Vehicle Manufacturing	67
Information Technology	61

With increased participation, certain clubbed industries in the 2011 survey were studied independently. However, like the 2011 survey, almost all industries\* studied in the 2012 survey are having a leverage of 100 to 180 employees per HR practitioner.

- Outlook for the year 2012-13, puts HR practitioners increments and bonus expectations at an average of 13% and 11% of gross CTC respectively
- Like the 2011 survey, even the 2012 survey points out that appraisals for almost 80% of the companies happen annually
- It also gives information that bell curve is applicable to about 50% of HR functions, a similar trend like 2011 survey
- A huge change is the inclusion of non-monetary rewards to HR practitioners, from a mere 7% in the 2011 survey, it has increased to 30% in the 2012 study

Industry*	Perception that the C&B policy for HR practitioners is appropriate
Automobile/ Vehicle Manufacturing	78%
Social Sector	75%
Utilities/ Oil& Gas/ Mining	71%
Services	67%
Real Estate	67%
Consumer Products, Retail, FMCG	56%
Education	56%
Manufacturing	54%
Construction/ Engineering	53%
HR Consultants	52%
Pharmaceuticals, healthcare and Medical Services	45%
ITES	45%
Hospitality	44%
Information Technology	41%
Professional Services	40%
Transportation/ Shipping/ Logistics	33%
Media & Entertainment	29%
E-Commerce and Internet	25%
Electronics/ Electrical	20%

Ironically the industry (electronics/electrical) where the highest salary increase is there for the year 2011-12, is also the industry where HR practitioners feel the C&B policy is most inappropriate for them.

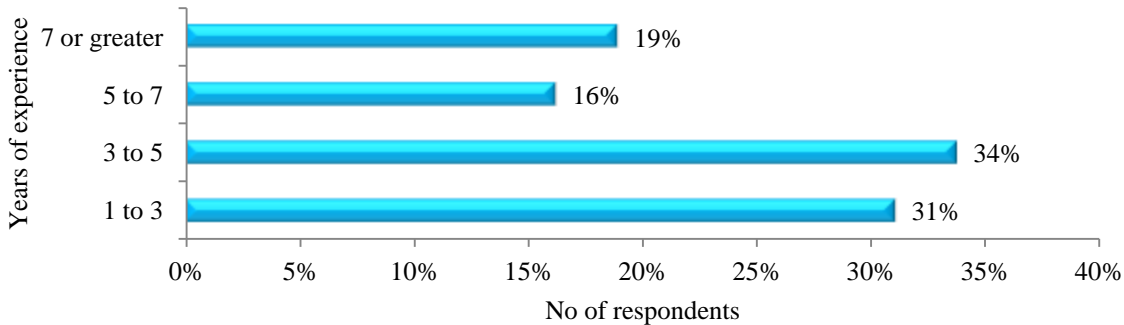
What has to be kept in mind is the context of the C&B policy, employees, specially HR practitioners measure the HR C&B policy with that of the companies overall compensation philosophy, and differentiations are negatively seen.

Only 51% HR practitioners are fine with the existing C&B policy for HR team, add to this the data that 65% feel that no change in the C&B policy for HR practitioners is coming in the near future

## Benchmarks

Survey	Percentile Positioning of the Gross Salary in Indian Rupee						
	Minimum	10 <sup>th</sup>	25 <sup>th</sup>	50 <sup>th</sup>	75 <sup>th</sup>	90 <sup>th</sup>	99 <sup>th</sup>
2012	Available only as part of Participant or Purchased report, please contact <a href="mailto:hrhelpdesk@hrhelpdesk.in">hrhelpdesk@hrhelpdesk.in</a> for purchasing this data						

post HR qualification work experience

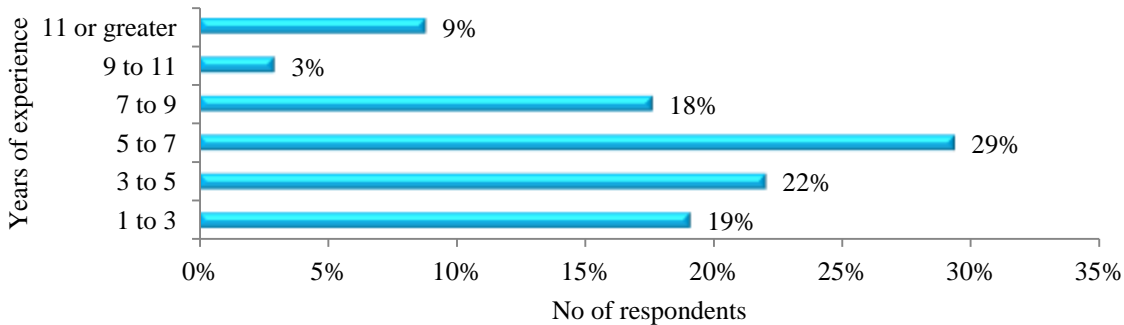


Rank Order of salaries paid by various industries at this level												
Least Salary Paid at this Level										Highest Salary Paid at this Level		
Hospitality	Services	Education	Pharmaceuticals, healthcare and Medical Services	Manufacturing	HR Consultants	Consumer Products, Retail, FMCG	Social Sector	Utilities/Oil & Gas/ Mining	Transportation/ Shipping/ Logistics	Construction/ Engineering	ITES	Information Technology

Not enough data available for other industries at this level to run a comparative against other industries

Survey	Percentile Positioning of the Gross Salary in Indian Rupee						
	Minimum	10 <sup>th</sup>	25 <sup>th</sup>	50 <sup>th</sup>	75 <sup>th</sup>	90 <sup>th</sup>	99 <sup>th</sup>
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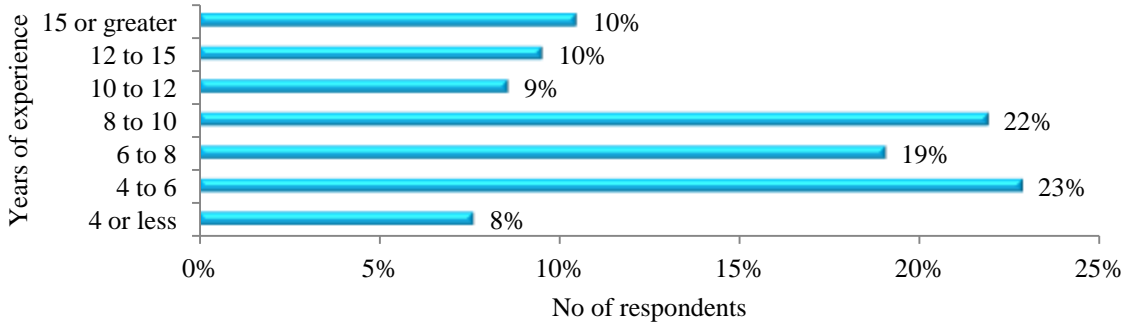
Rank Order of salaries paid by various industries at this level

Least Salary Paid at this Level																	Highest Salary Paid at this Level																
Consumer Products	Pharmaceuticals	Social Sector	Construction/Engineering	ITES	Media & Entertainment	IT	Professional Services	Electronics/Electrical	Transportation/Shipping/Logistics	Services	Education	Manufacturing	E-Commerce	Real Estate	Utilities	HR Consultants																	

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Survey	Percentile Positioning of the Gross Salary in Indian Rupee						
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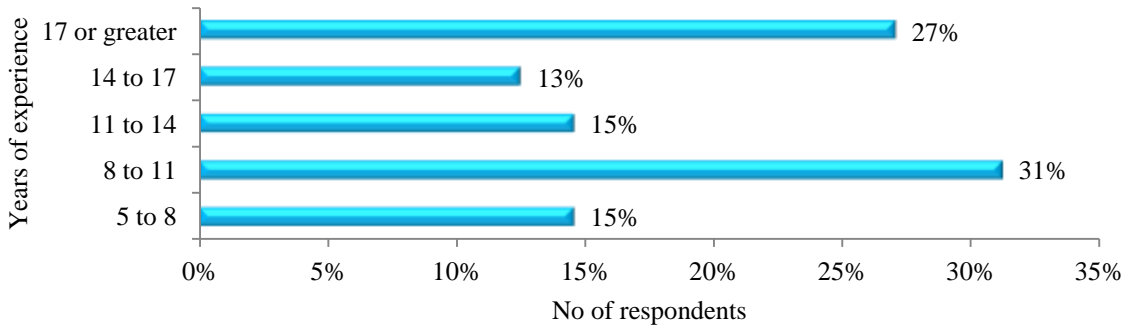


Rank Order of salaries paid by various industries at this level															
Least Salary Paid at this Level										Highest Salary Paid at this Level					
Electronics/ Electrical	Media	Services	HR Consultants	ITES	IT	Educ ation	Hospitality	Real Estate	Manufact uring	Construc tion/ Engineer ing	Consum er Products	Autom obile	Pharmaceu ticals	Professio nal Services	Utilities

Not enough data available for other industries at this level to run a comparative against other industries

Survey	Percentile Positioning of the Gross Salary in Indian Rupee						
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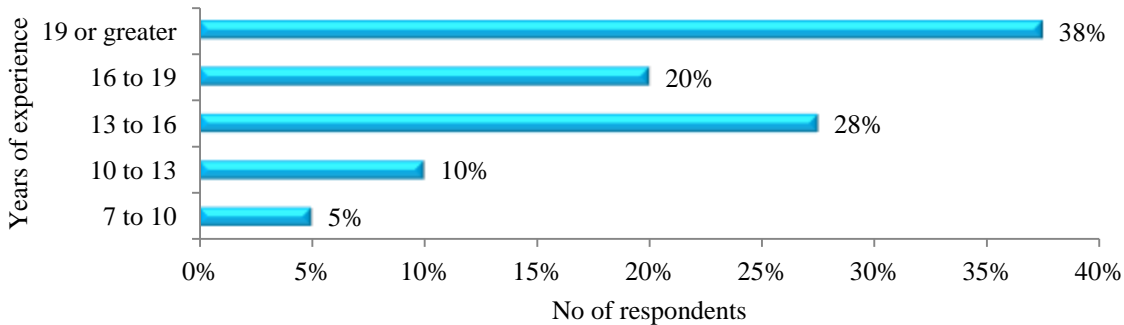
Rank Order of salaries paid by various industries at this level													
Least Salary Paid at this Level		➔										Highest Salary Paid at this Level	
Services	Automobile	Education	Manufacturing	Construction/Engineering	Professional Services	Transportation / Shipping/ Logistics	HR Consultants	IT	Media & Entertainment	E-Commerce	ITES	Utilities	Pharmaceuticals

Not enough data available for other industries at this level to run a comparative against other industries



Survey	Percentile Positioning of the Gross Salary in Indian Rupee						
	Minimum	10 <sup>th</sup>	25 <sup>th</sup>	50 <sup>th</sup>	75 <sup>th</sup>	90 <sup>th</sup>	99 <sup>th</sup>
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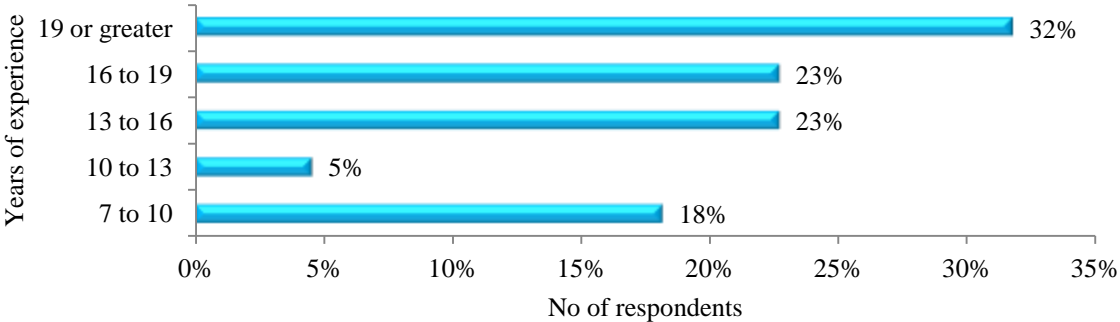
Rank Order of salaries paid by various industries at this level

Least Salary Paid at this Level  Highest Salary Paid at this Level											
Media & Entertainment	Electronics / Electrical	ITES	Transportation	IT	Automobile/ Vehicle Manufacturing	Consumer Products, Retail, FMCG	Utilities/ Oil& Gas/ Mining	Pharmaceuticals, healthcare and Medical Services	HR Consultants	Manufacturing	Construction/ Engineering

Not enough data available for other industries at this level to run a comparative against other industries

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Rank Order of salaries paid by various industries at this level											
Least Salary Paid at this Level				➔							Highest Salary Paid at this Level
Hospitality	Transportation/ Shipping/ Logistics	Professional Services	Utilities/ Oil& Gas/ Mining	Social Sector	Manufacturing	Education	Pharmaceuticals, healthcare and Medical Services	ITES	Construction/ Engineering	Services	


Not enough data available for other industries at this level to run a comparative against other industries

- Though this survey is not intended to cover CXO salaries, as they are individual employee and company dependent. However, basis immense response and keeping confidentiality, we are presenting some indicative information. As a thumb rule, CXO salaries can start from the 70<sup>th</sup> percentile of the Director salaries and go upto the companies and the individuals capability. Factors beyond benchmarking play a significant role in deciding CXO salaries

Mean	Median	Mode	Max
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Rank Order of salaries paid by various industries at this level												
Least Salary Paid at this Level						Highest Salary Paid at this Level						
Hospitality	Professional Services	Real Estate	Automobile/ Vehicle Manufacturing	HR Consultants	Manufacturing	Consumer Products, Retail, FMCG	Construction/ Engineering	Social Sector	Education	ITES	Services	Information Technology

- Educational institutions and qualification made a stark difference in salaries at Manager and CXO level. Presumably as these two are the career shaping stages and have a stronger rigor in admitting than other levels. Denoted by this sign 
- The trend of HR practitioners salaries is almost similar in all companies, whether Indian or Multinationals
- HR role performed also did not impact the salary significantly. Specialists and generalists both were almost at similar salary bands

## Information

- Names of participating organization are not revealed in this report
- In the event of purchasing an Industry report, only where more than 10 companies have participated a report is generated and the entire list is added to the report
- No data is shared in any format which will reveal the individual company salaries, individual employee salary or an individual designation salary in a particular company
- Should you want to know more about the confidentiality policy, please write to us at [hrhelpdesk@hrhelpdesk.in](mailto:hrhelpdesk@hrhelpdesk.in)

Automobile/ Vehicle Manufacturing	Automobile/ Vehicle Manufacturing
Construction/ Engineering	Construction/ Engineering
Consumer Products, Retail, FMCG	Consumer Products
	Fashion
	FMCG
	Luxury Retail
	Poultry
	Retail
	Retail (Wholesale & Distribution)
E-Commerce and Internet	E-commerce
	Internet
	Internet / Web
	Online Retail
Education	Education
Electronics/ Electrical	Electronics/ Electrical
	Semiconductor / VLSI
Hospitality	Hospitality
HR Consultants	HR Consultants
	Recruitment Consultants
Information Technology	Automation
	Digital Solutions
	Information Technology (including IT Services)
	Office Automation products

The table on left indicates the industries that have been clubbed together to represent data which has been presented in the survey

ITES	Global Shared Services
	ITES
	Transaction Processing
Manufacturing	Agro chemicals
	Cemant Industries
	Chemical manufacturing
	Engineering Servives
	Fabrication & Engineering
	Food polymers
	Manufacturing
Media & Entertainment	Advertising
	Cable TV
	Entertainment
	Media
	Public Relations
	Public relations consultancy
	Publishing
Pharmaceuticals, healthcare and Medical Services	Healthcare
	Healthcare
	Hospital/Medical
	Pharmaceuticals/ Medical Devices
	Pharmacovigilance & Clinical Safety
	R&D Pharmaceuticals

The table on left indicates the industries that have been clubbed together to represent data which has been presented in the survey



Professional Services	Chartered Accountants
	Consultancy
	Financial Services
	Professional Services
	Training Consultants
Real Estate	Real Estate
Services	Events
	Services
	Telecom
	Tourism and Event Management
	Travel
	Weather Services Provider
Social Sector	Agricultural Research
	Dairy
	Development
	NGO, Social Sector
Transportation/ Shipping/ Logistics	Transportation/ Shipping/ Logistics
Utilities/ Oil& Gas/ Mining	Aero Space Engineering
	Hydro Electric power
	Mining & Metals
	Power, Power Generation, Power Transmission
	Steel
	Utilities/ Oil& Gas/ Mining

The table on left indicates the industries that have been clubbed together to represent data which has been presented in the survey

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