

THE 18TH ANNUAL HR SURVEY: 2016-17

A Study of Trends in Human Resources



CURRENT ANALYSIS OF TRENDS IN CRITICAL HR AREAS

In the last two decades, over 2,000 member corporations have subscribed to IMA's business intelligence programmes for India's industry leadership. IMA Forums focus on creating categorical insight into the operating context of business – the economy, global and domestic, and emergent policy. The other, fundamental component of IMA Forums is to **build leading thought – through benchmarks and best practice case studies – on internal strategies** as IMA members seek to establish globally competitive firms on IMA's work on HR and talent among its CEO and CHRO Forums as indeed, its other strategic lead Forums is a core component of this endeavour. Insight-generation is enabled both through member brainstorming debates, independent IMA research and member surveys on core HR issues to identify prevailing benchmarks.

IMA's 18th Annual HR Survey is key to this effort, and based on a **methodology** refined over two decades, providing the **rigour** necessary for the current environment. Continuous member engagement ensures responses in the most current context for business.

The results and analysis are **real-time** as the data is collected over December 2016-January 2017. Key indices (increments, hiring) are updated afresh in March 2017. Post-survey qualitative insights generated at IMA CXO peer debates on the Forum validate and deepen survey hypotheses.

IMA's 1,200 strong member community forms the ideal representative set from which a **large, cross-sectoral** respondent base (over 400 CXOs drawn from IMA's CEO, CFO, CHRO and CMO Forums) provides a multifaceted and authentic picture of HR.

The survey is presented as a composite picture by **executive level and by sectors**. Cuts by **organisation size** are also provided on key indices.

Sample Respondent List

SRF	Thyssenkrupp	Viacom 18
Welspun Group	BMW	IDFC Bank
HCL	TATA	Nivea
Walmart India	M&M	Marico
Lodha Group	HDFC Life	Thomson Reuters
		Nielsen India

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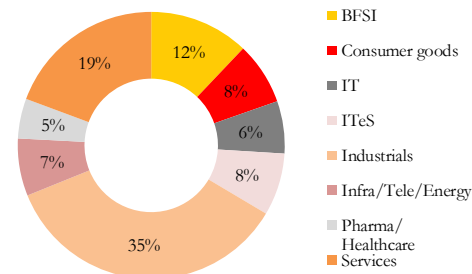
18+ Years Running

400+ Respondent Base

08 Sectors Analysed

Top Companies Represented

Respondents Split by Sector



“IMA's Annual HR Survey is highly rigorous and provides current insights into the key talent areas. The results have helped us shape our talent agenda over the years.”

Managing Director, FMCG Company

“IMA's HR survey enables us to benchmark ourselves against our peers and provides the right level of insight to achieve talent objectives.”

CHRO, Manufacturing Company

DEEP-DIVE INTO KEY TALENT AREAS

KEY SEGMENTS

AREAS ADDRESSED

The Big Picture



- Impact of recent changes in the operating environment (for instance, demonetisation) on key HR actionables and strategies
- Identifying the top HR challenges – from talent acquisition to change management - and top level view of response strategies
- Organisation structure: Identify country benchmarks of team size/strength/starting qualifications as reflected by the survey

Compensation



- Median Total Cost to Company (CTC) and Gross Fixed Salary (GFS) at each level (white collar - entry level to top management – and blue collar) in 2016-17
- Variable Pay (split into components – Bonuses, Incentive, and Commission)
- Value of Perquisites at each level (entry level to top management)
- Members of the Board - Independent Directors' compensation
- Increments at various levels in 2016-17, and expected changes in 2017-18
- Top performer increments as differentiated from the others
- ESOPs: A deeper dive
- Other commonly used bonus vehicles (stock options, performance-based stock)
- Analysis split by sector and by organisation size (turnover, workforce)

Recruitment



- Net new hiring trends at different employee levels in 2016-17 and expectations for 2017-18
- Replacement hiring – for the current year and going forward in 2017-18

Attrition



- Employee turnover, both voluntary and involuntary, at each level – casual, entry, junior, middle, senior and top management
- Reasons for attrition, both voluntary and involuntary

DERIVE LASTING VALUE

IMA's HR SURVEY WILL HELP YOU



- **Assess** the impact of recent changes in the operating environment on talent strategies
- **Benchmark** compensation, increments, attrition, hiring plans with peer companies across industry, as well as within industry sectors, and by organisation size (in bands)
- **Understand** patterns in hiring and attrition across different levels
- **Spot** opportunities for improvement basis emerging benchmarks
- **Feed** insights into your talent strategy

SUBSCRIPTION FEES



- For IMA's Forum Members : **Rs 55,000** (plus taxes)
- For non-members **Rs 65,000** (plus taxes)

REPORT FORMAT & TIMELINE



- The report will be provided as a soft copy (PDF). Hard copies may be procured at an additional charge
- Key report highlights will be available by 20th March and the final report by 30th March 2017

To subscribe or know more about the report, please contact:

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