

# THE 2018-19 CXO COMPENSATION SURVEY



# UNDERSTAND KEY TRENDS IN C-SUITE COMPENSATION, HIRING AND ATTRITION

IMA's 2018-19 CXO Compensation Survey provides **benchmark-setting data and insights** on compensation and other practices related to managing the C-Suite.

It is based on a **rigorous methodology**, refined over two decades. The results and analysis are **current**, given that the data was collected over January-February 2019, with FY20 projections on key parameters.

IMA's 1,400-strong member community forms the representative set from which the respondent base is drawn. Over 165 companies from our Forum base responded to a detailed questionnaire, and the data was validated through robust in-house checking.

The focus of this year's survey is exclusively on the top-management level, providing insights on HR practices relevant to the C-Suite. In addition to the overall results, cuts by **segment, sector, size and ownership** are provided on key indices.

## 20

Years Running



165+ respondents



Top Companies Represented

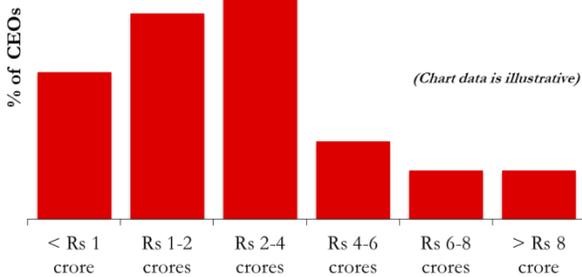


Data cuts

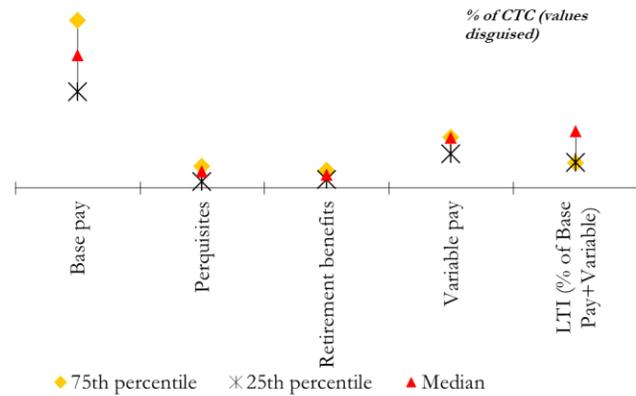
Industry vs Services  
8 Sectoral Groupings  
Splits by revenue,  
ownership and  
listing status

# BENCHMARK YOURSELF AGAINST OTHER INDUSTRY LEADERS

**CEO CTC Ranges**



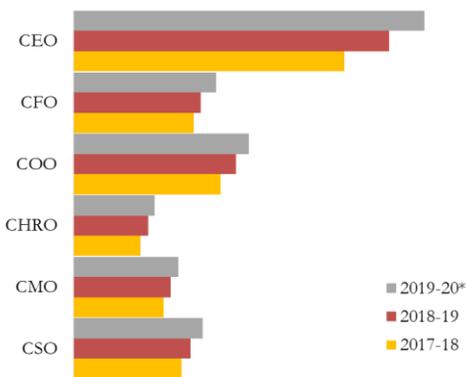
**CFO Pay Composition**



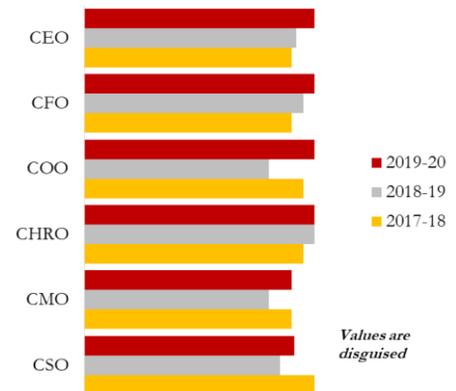
CTC pay ranges widely by level, industry, ownership type, and across C-suite bands

CFO pay composition is skewed more heavily towards the fixed components than for CEOs

**CTC Pay: Actual and Projected**



**Change in CTC Pay: FY18-20**



Average cost-to-company will move up by 8-10% in the 2019-20

Pay hikes in FY20 will be somewhat bigger than in the previous two years

## Other Highlights

- Gender diversity remains poor across corporate India; 40% of companies have no women in their C-suite
- At the median, companies hold 4 Board meetings a year but this differs by company-type
- Most companies prefer to recruit C-suite executives through word of mouth networking or internal promotions. Global search firms are the least preferred channel
- C-suite attrition is relatively contained: few companies report high turnover at this level and FY20 is expected to be similar

## Subscription Fees: Rs 60,000 + taxes

Special Fees For Members of IMA Forums:

**Rs 35,000 + taxes**

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# DEEP-DIVE INTO KEY C-SUITE ISSUES

## CONTENTS

### SEGMENT

### AREAS ADDRESSED

#### C-Suite Structure



- Top-team size and composition
- CXO age profiles
- Gender diversity: current practices and trends over the last few years

#### Compensation



- Medians, distributions and ranges for total Cost to Company (CTC) and Base Pay for CXO positions in FY18, FY19 and FY20
- Pay composition: base pay, perquisites, and retirement benefits (% of CTC); and Long-Term Incentives (LTIs) as a ratio of total pay
- Changes in pay at each level – actual or projected – over FY18-20
- Drivers of compensation
- Analysis by segment, sector, ownership, listing status and turnover

#### Recruitment



- Trends in top-management hiring: last 12 and next 12 months
- Hiring conditions for CXO positions
- Recruitment channels, and desired traits/qualities at the leadership level – with category-wise splits

#### Attrition



- C-suite departures: actual and forecast
- Key drivers of attrition –voluntary and involuntary – with category splits

#### Board Structure and Functioning



- Size and composition, including break-ups by type of directors
- Frequency of Board and Committee meetings