THE 2018-19
CXO COMPENSATION SURVEY

Top Management HR Trends

Hiring

Attrition

Compensation

Gender Diversity

C-Suite Structures

Board Functioning
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.
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

Benchmark Yourself Against Other Industry Leaders

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

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

Subscription Fees: Rs 1,20,000 + taxes

<table>
<thead>
<tr>
<th>Special Fees For Members of IMA Forums:</th>
<th>Early Bird</th>
<th>Regular</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rs 45,000 + taxes (before May 06, 2019)</td>
<td>Rs 50,000 + taxes (after May 06, 2019)</td>
<td></td>
</tr>
</tbody>
</table>

Scan the QR code for detailed TOC
## DEEP-DIVE INTO KEY C-SUITE ISSUES

### CONTENTS

<table>
<thead>
<tr>
<th>SEGMENT</th>
<th>AREAS ADDRESSED</th>
</tr>
</thead>
</table>
| 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 |
OUR PUBLICATIONS

The 2018 Executive & Board Remuneration Report

Finance Department Performance Benchmarks 2018-19

The 2018-19 CXO Compensation Survey

The India Employment Report 2017

The India Consumption Report 2016

A Study of India's States, 2018