

Dipstick **Compensation and Benefits Benchmarking**

2023 Edition ((💡))

Public Version released March 2024

This document is shared publicly, and is meant as an input to decision-making for leadership teams of organizations, to support their team members best.



RAAHI:IMPACT
WITH GIRISH ANANTH

Hello there!

Here's the Table of Contents

To get an overview and highlights of the report, check out the video below:
<https://bit.ly/raahi-cb-benchmark-23-video>



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Context and Overview

About this **report**, about **Raahi:impact**, and how to read this report. Do read this, to ensure full context.

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Core Report

The main part of the document.

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Some cuts of the participants, so you can make sure this report is relevant for your situation.

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Before you Close the Document...

About This Document (1/3)

What is this Dipstick Compensation & Benefits benchmarking Report?

All non-profits want to do their best for their employees. However, there is often not easily available data around compensations and benefits, and organizations often don't have the bandwidth or resources to do a detailed benchmarking exercise.

To that end, a Dipstick Compensation & Benefits benchmarking survey was done, to provide a benchmark report that is rapid, inclusive and community-driven.

The first edition was in 2022, with 64 participants; the second was in end-2023. **100 organizations across India** participated in this effort – they shared their data via a survey form, and received aggregated insights back, using the data provided, within a few weeks. The survey, analysis and report creation was done in Nov-Dec 2023.

About This Document (2/3)

Why is this document called ‘Public version’? Is there another version?

To express interest in your organization participating in upcoming such exercises, please drop an email to **Raahi.Impact@gmail.com**

The survey report was initially planned only for the participants – but all the participating organizations agreed that this would be a useful document for the broader NGO community*, and hence this **public version** of the document was created.

The public version has less cuts and some analyses removed, vis-à-vis the Participant version (see the next page). However, this would still be of use to the readers, to inspire ideas and inform action.



Caution: There was some concerns among participants that the benchmarks provided may be used *against* the interest of hard-working non-profits: e.g. with funders citing this to slash support, etc. It is a sincere request to ensure that you see this as one source of insight, and not an authoritative study.

*~82% of participants were all for making the full report public; the remaining felt that there should be some differentiation built in, to ensure there is incentive to participate in such efforts in the future as well. How cool are they all! Kudos to them.

About This Document (3/3)

Page		Included in this document	Available in Participant Report only
4	Context and Overview	<ul style="list-style-type: none"> - Context of the Exercise - How to Read the Report 	<ul style="list-style-type: none"> - N/A
11	Overview of participant organizations	<ul style="list-style-type: none"> - Overview by key cuts 	<ul style="list-style-type: none"> - Additional cuts of participants
17	Compensation benchmarks	<ul style="list-style-type: none"> - Main cuts by budget size 	<ul style="list-style-type: none"> - Additional cuts by budget size (median/mode salaries, leadership salary as % of org budget) - Cuts: geography, years of operation - Case studies
39	Benefits benchmarks <ul style="list-style-type: none"> - Leaves - PF, Gratuity, Insurance - Wellness benefits - Bonus / increments - Other benefits 	<ul style="list-style-type: none"> - Overviews of all sections - Increments ranges planned for 2023-2024 	<ul style="list-style-type: none"> - Deep-dives within each sections, including detailed comments by participants - Details of increments planned
51	Closing thoughts	<ul style="list-style-type: none"> - Pay-as-you-wish - Acknowledgements - Other useful resources 	<ul style="list-style-type: none"> - N/A

About Raahi:Impact

Hello there!

This is Girish Ananth here. For the last decade, I've been working towards socially relevant causes, through different organizations and spaces. In the last few months, I have been running some pilot ventures to strengthen the social sector ecosystem, including:

- **driving benchmarking exercises** (like this one) and supporting some non-profits in the org development side
- a YouTube channel / a **video podcast called [Raahi: Impact Journeys](#)**, to engage talent into the development sector and explore the nuances of driving social impact

At the core of much of this, is an belief and philosophy that all of us in the development sector, can and **collaborate for common good** – and that it *is* possible to do things that can be 'win-win-win' for everyone involved (like this report here – 100 organizations trusted me with this data, and they all gained in the process.)

All of these, slowly, I am building into an umbrella of “Raahi:Impact” – to strength perspectives and collaboration in the sector. Looking forward to walking this journey with you!



Regards,
Girish Ananthanarayanan



Check out (and subscribe to) the video podcast

'Raahi: Impact Journeys'

YouTube.com/@Raahi.Impact



How to use this document (and how not to)

- **Use the document to form an indicative idea, but leave room for error.**
 - Utmost care has been taken to make sure the data in the document is accurate and verified.
 - However, keep in mind that the data is self-reported, and is approximate.
E.g. in some situations, the support functions may be outsourced, or they may be shared resources with other organizations, hence not mentioned.
E.g. Some of the salaries may be lower as the particular person may be a part-time employee
 - The Leadership salary, especially, may be lower than the actual salary received (e.g. due to technicalities, hesitation to share fully).
 - Remember also, there may be sampling bias. The averages we see are based on the organizations who participated.
- **Respect everyone's confidentiality, and use the document judiciously.**
 - This document has been made through the trust of many organizations, sharing their data for common use. Please use the document judiciously.
 - There has been immense care taken to ensure no personally identifiable information about any organization is made available. In case there is something you do notice, please write to me.

A special note before the report begins...

FOR ORGANIZATION LEADERS

- **Ultimately, what matters is the organization's own individual strategy.**
 - Remember, all participants are at different stages of growth and different funding situations. Ultimately, the use of the document will depend on the organization strategy and ability. We've all been through the ups and downs – so don't let anything in the document concern you.

FOR SOCIAL SECTOR EMPLOYEES

- **Be thoughtful in how you use this report.**
 - Do remember that it's not easy to build and grow an organization. All the social sector leaders I know are doing their best to make their organizations friendly for their teams. Issues of funding availability, leadership bandwidth, pressures from team are real. So, do use the information in this thoughtfully.
- **Remember that this report is only indicative, and not authoritative.**
 - If we go deeper in every organization's story, there are always many factors and details that such an aggregated report cannot capture. In your own specific context, engage in meaningful dialogue and understand your organization's situation as you can.

Agenda



Context and Overview

Overview of Participating Organizations

Compensation Benchmarks

Benefits Benchmarks

Before you Close the Document...

~100 organizations participated in the survey

The list of participants willing to share their name is on the right.

Note: In the different analyses that follow, you may see differing participant number.

In some cases, some information may not be available for analysis or may have been treated separately to ensure data quality.

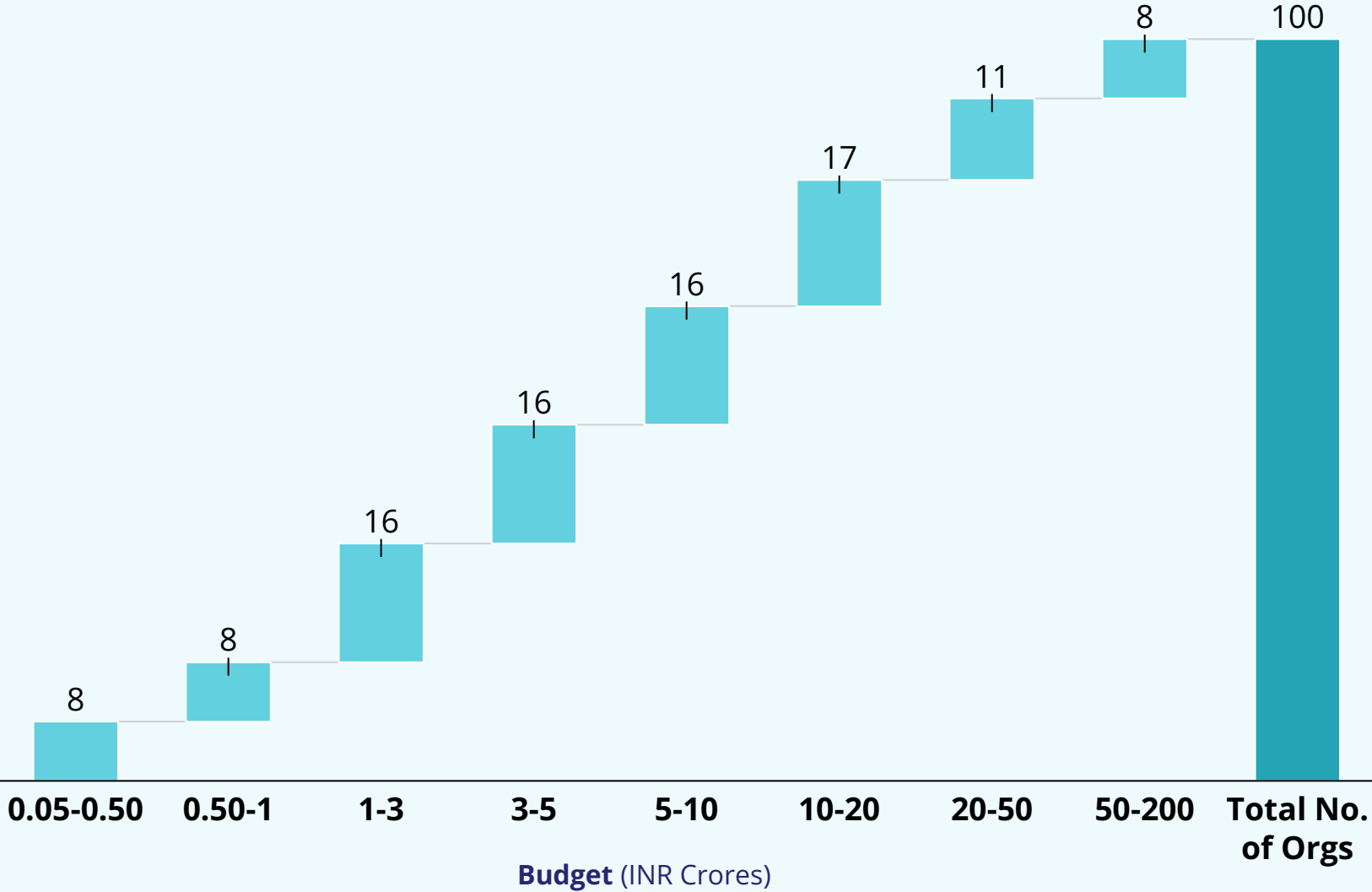
- 321 Education Foundation
- Adhyayan Quality Education Foundation
- Alohomora Education Foundation
- Alokita
- Apnalaya
- Apni Shala Foundation
- ARMMAN
- Arpan NGO
- Ashraya Initiative for Children
- Atma
- AuxoHub
- Avanti Fellows
- Barefoot Edu Foundation
- Bhumi
- CEGIS
- Central Square Foundation
- Centre For Learning Resources (CLR)
- Changeinkk
- Creatnet Education
- Dhvani Foundation
- Dost Education
- Dream a Dream
- Emp Bindi International Association
- eVidyaloka Trust
- FMCH
- Foster and Forge Foundation
- Foundation for Economic Development
- Foundation to Educate Girls Globally
- Gramurja Foundation
- Humble Smile Foundation
- HyperVerge Academy
- Intelhealth Inc.
- Involve
- iTeach Schools
- Jai Vakeel Foundation
- Janaagraha Centre for Citizenship and Democracy
- Karunya Trust
- Key Education Foundation
- Language and Learning Foundation
- Leadership For Equity
- LeapForWord
- Lighthouse Communities Foundation
- Manzil Mystics
- Masoom
- Medha Learning Foundation
- MukkaMaar
- Muskaan Dreams
- NalandaWay Foundation
- NavGurukul
- One Billion Literates Foundation
- Peepul
- Project Tech4Dev
- Rubaroo Breaking Silences Foundation
- Saajha
- Saarthi Education
- Saath Charitable Trust
- Sajhe Sapne
- Sakya Foundation
- Shiksharth Trust
- Simple Education Foundation
- Sol's ARC
- Sujaya Foundation
- Suvita
- Swades Foundation
- SwaTaleem Foundation
- The Ability People
- The Akanksha Foundation
- The Apprentice Project
- The Circle India
- The One All Trust
- The Opentree Foundation
- TiTLi
- U&I Trust
- Udayan Care
- Udhyam Learning Foundation
- Ujhala Foundation
- Ummeed Child Development Center
- Uninhibited
- Upkram Educational Foundation
- VigyanShaala International
- Vivekananda Youth Forum
- Volunteer for India
- and many others...

Note: Maximum care has been taken to ensure that the information was filled by the right person – i.e. the Finance/HR team, with the organization leadership's knowledge. In case of any issues, please [write in to inform](#).

Organizations by budget category

The organizations are from a range of budget categories.

The divisions have been done in the most meaningful way.

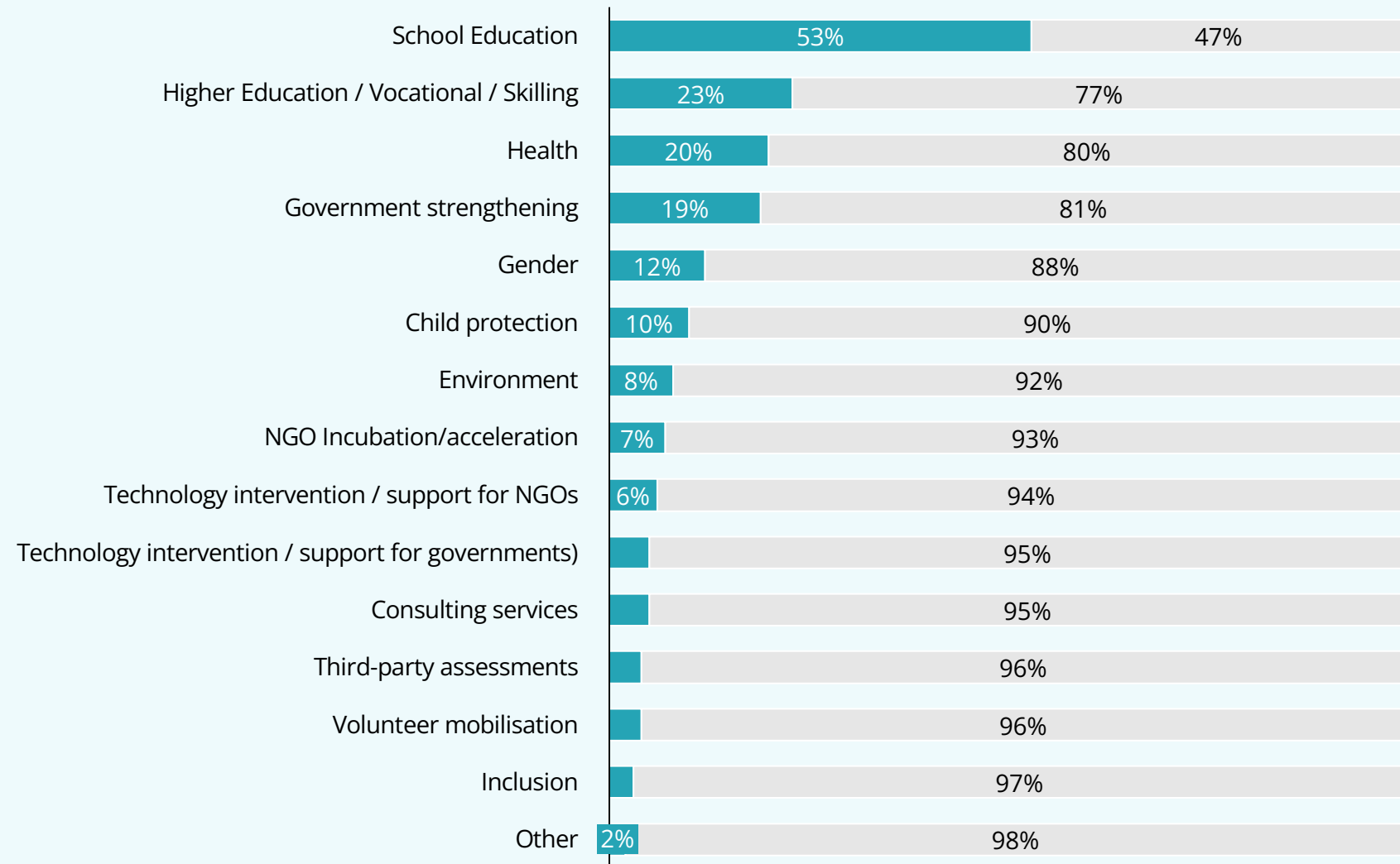


Note: Salary values in INR Lakhs Per Annum. Org budgets in INR Crores.
Disclaimer: All values as self-reported by participants of the survey.

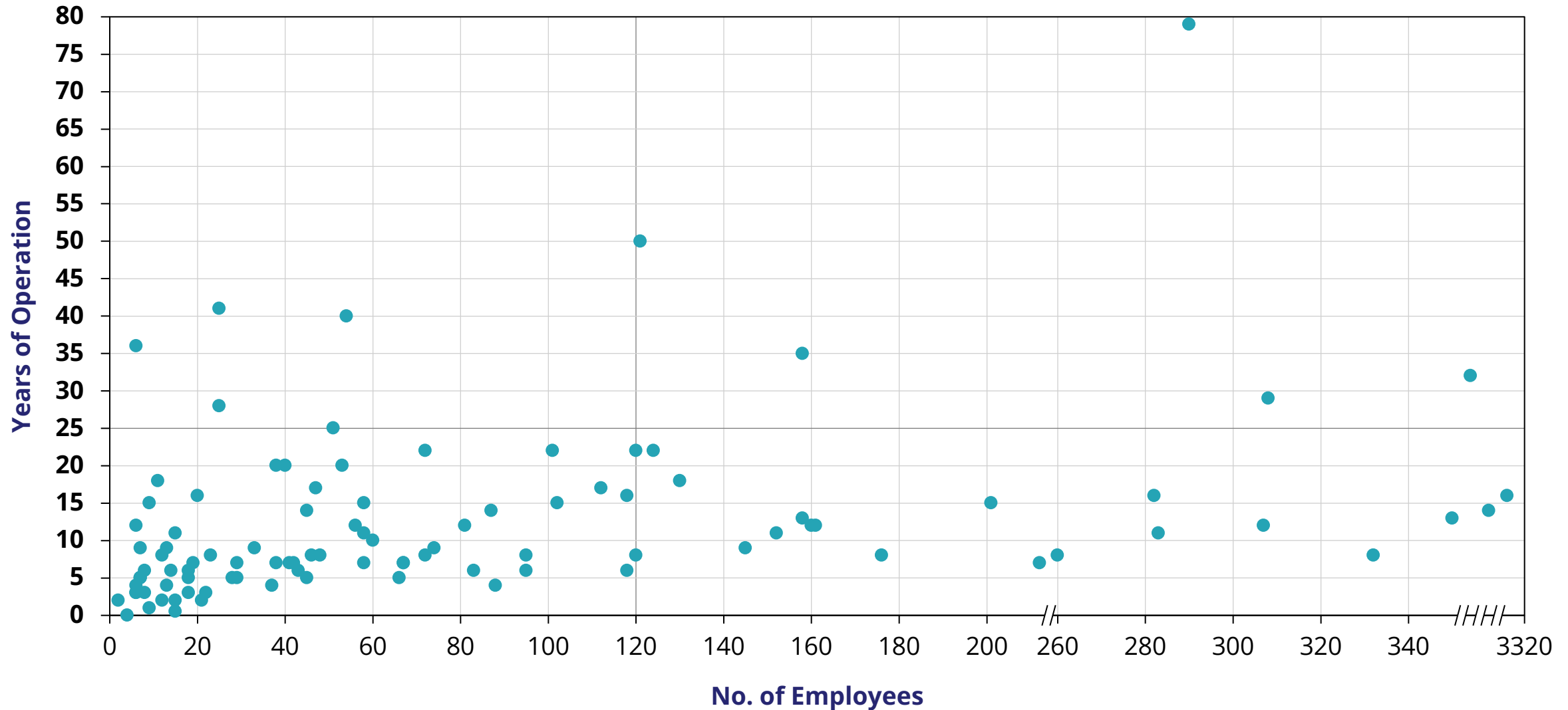
No Yes

Sectoral cut of the respondents

Of the organizations participating, a little over half of them (53%) work in school education, along with other sectors like Higher education (23%) and Health (20%)



Many of the respondents are 0-25 years old, with < 125 employees



Note: Salary values in INR Lakhs Per Annum. Org budgets in INR Crores.
Disclaimer: All values as self-reported by participants of the survey.

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Context and Overview

Overview of Participating Organizations

Compensation Benchmarks

- **Tables with Statistical Summaries**
- Overview Graphs and Analysis
- Deep-dive: Leadership and Program Teams
- Deep-dive: Support / Organization Function Teams

Benefits Benchmarks

Before you Close the Document...

Overall compensation benchmarks: by Budget Size (1/8)

Organization budget: **0.05-0.5 Crores INR p.a. (5-50 Lakhs INR p.a.)**

	Leadership team		Program teams					Support / Org teams							
	CEO/ED/ Founder Director	CXO/ Director/ Dept Head	Tenured Manager	Early Tenure Manager	Tenured Associat e	Early Tenure Associat e	Field Associat e	Finance Manager	Finance Associat e	Fundraisi ng Manager	Fundraisi ng Associat e	M&E Manager	M&E Associat e	HR Manager	HR Associat e
No. of entries	4	4	1	3	0	0	3	0	0	0	0	0	0	0	0
Min	2	4.5	4	2.1			1								
Max	6	12	4	4.2			2								
Average	4.5	7.125	4	3.1			1.67								
Median															
Mode						Available in the Participant Report only									

Note: Salary values in INR Lakhs Per Annum. Org budgets in INR Crores.
Disclaimer: All values as self-reported by participants of the survey.

Overall compensation benchmarks: by Budget Size (2/8)

Organization budget: **0.5-1 Crores INR p.a. (50 Lakhs-1 Crore INR p.a.)**

	Leadership team		Program teams					Support / Org teams							
	CEO/ED/ Founder Director	CXO/ Director/ Dept Head	Tenured Manager	Early Tenure Manager	Tenured Associat e	Early Tenure Associat e	Field Associat e	Finance Manager	Finance Associat e	Fundraisi ng Manager	Fundraisi ng Associat e	M&E Manager	M&E Associat e	HR Manager	HR Associat e
No. of entries	6	5	3	7	6	7	3	1	0	0	0	0	0	0	1
Min	8.00	6.00	3.60	1.90	1.69	0.78	2.00	0.35							3.50
Max	25	26	7.2	13	8	6	3	0.35							3.5
Average	14.67	11.80	5.60	5.60	4.92	3.25	2.67	0.35							3.50
Median															
Mode						Available in the Participant Report only									

Available in the Participant Report only

Note: Salary values in INR Lakhs Per Annum. Org budgets in INR Crores.
Disclaimer: All values as self-reported by participants of the survey.

Overall compensation benchmarks: by Budget Size (3/8)

Organization budget: **1-3 Crores INR p.a.**

	Leadership team		Program teams					Support / Org teams							
	CEO/ED/ Founder Director	CXO/ Director/ Dept Head	Tenured Manager	Early Tenure Manager	Tenured Associat e	Early Tenure Associat e	Field Associat e	Finance Manager	Finance Associat e	Fundrais ing Manager	Fundrais ing Associat e	M&E Manager	M&E Associat e	HR Manager	HR Associat e
No. of entries	13	8	14	11	12	13	6	6	5	5	5	4	6	4	3
Min	9	6	3.6	2.4	3	1	1	1	1	5.4	3	4.8	3	5	3
Max	24	20	35	27	17.5	11	3	11	3.6	15	5	8	6	10.08	4.8
Average	14.96	11.72	10.72	9.08	6.26	4.21	1.77	6.00	2.64	10.78	4.24	6.20	4.66	7.12	4.12
Median															
Mode						Available in the Participant Report only									

Available in the Participant Report only

Note: Salary values in INR Lakhs Per Annum. Org budgets in INR Crores.
Disclaimer: All values as self-reported by participants of the survey.

Overall compensation benchmarks: by Budget Size (4/8)

Organization budget: **3-5 Crores INR p.a.**

	Leadership team		Program teams		Support / Org teams											
	CEO/ED/ Founder Director	CXO/ Director/ Dept Head	Tenured Manager	Early Tenure Manager	Tenured Associat e	Early Tenure Associat e	Field Associat e	Finance Manager	Finance Associat e	Fundraisi ng Manager	Fundraisi ng Associat e	M&E Manager	M&E Associat e	HR Manager	HR Associat e	
No. of entries	14	14	16	16	14	13	11	6	7	8	5	12	5	10	6	
Min	13.5	9.75	4	4	2	1	1.8	2	3	4	3	3	1	4.5	1	
Max	40	30	20	13	8	6	8	18	8	18	9	20	16	18	6	
Average	23.15	17.26	10.44	6.99	5.07	3.55	3.21	7.58	4.51	9.75	5.60	9.33	6.00	11.15	4.33	
Median																
Mode						Available in the Participant Report only										

Note: Salary values in INR Lakhs Per Annum. Org budgets in INR Crores.
Disclaimer: All values as self-reported by participants of the survey.

Overall compensation benchmarks: by Budget Size (5/8)

Organization budget: **5-10 Crores INR p.a.**

	Leadership team		Program teams					Support / Org teams								
	CEO/ED/ Founder Director	CXO/ Director/ Dept Head	Tenured Manager	Early Tenure Manager	Tenured Associat e	Early Tenure Associat e	Field Associat e	Finance Manager	Finance Associat e	Fundrais ing Manager	Fundrais ing Associat e	M&E Manager	M&E Associat e	HR Manager	HR Associat e	
No. of entries	13	13	15	15	12	14	11	8	9	9	4	11	8	12	6	
Min	10.00	9.20	5.00	3.00	3.00	2.60	1.50	5.00	2.10	5.00	4.20	4.00	4.00	5.00	3.00	
Max	60	36	25	10	10	6	4.5	14	6	30	6	25	9	11	6	
Average	26.98	20.21	10.95	7.33	5.41	4.01	2.89	8.12	4.26	12.16	5.18	11.45	6.06	7.25	4.32	
Median																
Mode						Available in the Participant Report only										

Available in the Participant Report only

Note: Salary values in INR Lakhs Per Annum. Org budgets in INR Crores.
Disclaimer: All values as self-reported by participants of the survey.

Overall compensation benchmarks: by Budget Size (6/8)

Organization budget: **10-20 Crores INR p.a.**

	Leadership team		Program teams		Support / Org teams											
	CEO/ED/ Founder Director	CXO/ Director/ Dept Head	Tenured Manager	Early Tenure Manager	Tenured Associat e	Early Tenure Associat e	Field Associat e	Finance Manager	Finance Associat e	Fundrais ing Manager	Fundrais ing Associat e	M&E Manager	M&E Associat e	HR Manager	HR Associat e	
No. of entries	15	16	15	16	15	14	8	15	13	14	11	11	11	15	11	
Min	11	10	7	4.5	2.8	1.8	0.99	6	2	7.2	3	5	2	5	2.19888	
Max	73.14	45	20	15	11	9	3	27.36	11.1	42	14	27	10.56	25.8	9	
Average	36.80	24.16	11.46	8.04	5.78	4.67	2.33	13.23	4.72	17.28	7.93	15.07	6.22	11.49	4.94	
Median																
Mode						Available in the Participant Report only										

Overall compensation benchmarks: by Budget Size (7/8)

Organization budget: **20-50 Crores INR p.a.**

	Leadership team		Program teams				Support / Org teams									
	CEO/ED/ Founder Director	CXO/ Director/ Dept Head	Tenured Manager	Early Tenure Manager	Tenured Associat e	Early Tenure Associat e	Field Associat e	Finance Manager	Finance Associat e	Fundraisi ng Manager	Fundraisi ng Associat e	M&E Manager	M&E Associat e	HR Manager	HR Associat e	
No. of entries	6	9	8	9	10	10	8	8	10	8	6	8	7	10	9	
Min	29	14	9.5	6	4.8	2.5	1	7	3.6	4	5	7.2	6	8	3	
Max	65	50	30	20	12	8	6	30	9	25	9	25	8.5	20	7	
Average	43.20	30.22	19.06	11.17	6.78	4.53	3.06	17.00	6.61	13.65	6.67	15.90	6.86	14.60	5.61	
Median																
Mode						Available in the Participant Report only										

Note: Salary values in INR Lakhs Per Annum. Org budgets in INR Crores.
Disclaimer: All values as self-reported by participants of the survey.

Overall compensation benchmarks: **by Budget Size (8/8)**

Organization budget: **50-100 Crores INR p.a.**

	Leadership team		Program teams					Support / Org teams							
	CEO/ED/ Founder Director	CXO/ Director/ Dept Head	Tenured Manager	Early Tenure Manager	Tenured Associat e	Early Tenure Associat e	Field Associat e	Finance Manager	Finance Associat e	Fundraisi ng Manager	Fundraisi ng Associat e	M&E Manager	M&E Associat e	HR Manager	HR Associat e
No. of entries	4	7	7	7	7	7	6	6	7	6	6	5	5	7	7
Min	40	19	13	7	5	3.5	3	8	4	10	4.5	13	6	7	4
Max	45	54	30	13	10.5	9.5	5	27	9	27	9.75	20	10	18	9
Average	42.00	33.67	17.00	9.13	6.67	5.53	3.60	16.60	6.17	17.20	7.25	15.75	8.69	13.33	6.33
Median															
Mode						Available in the Participant Report only									

Note: Salary values in INR Lakhs Per Annum. Org budgets in INR Crores.
Disclaimer: All values as self-reported by participants of the survey.

Agenda



Context and Overview

Overview of Participating Organizations

Compensation Benchmarks

- Tables with Statistical Summaries
- **Overview Graphs and Analysis**
- Deep-dive: Leadership and Program Teams
- Deep-dive: Support / Organization Function Teams

Benefits Benchmarks

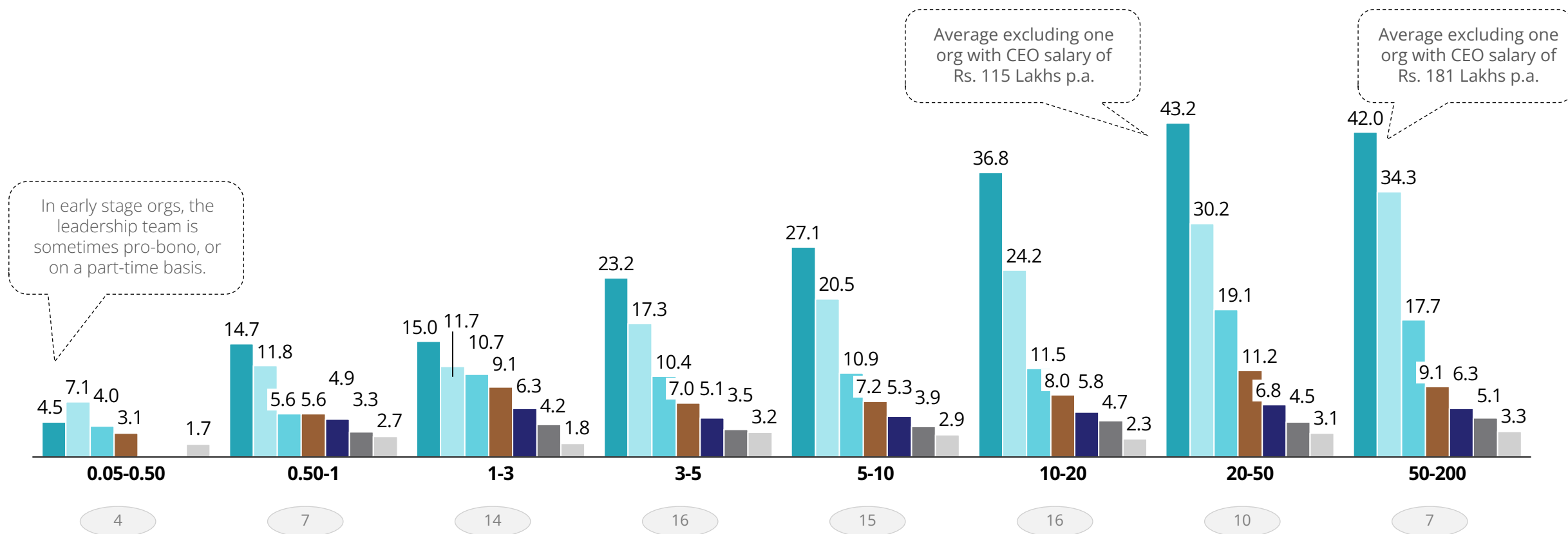
Before you Close the Document...

Overall compensation benchmarks: Leadership and Program teams

By Organization budget category

CEO/ED/Founder Tenured Manager Tenured Associate Field Associate
 CXO/Director/Dept Head Early Tenure Manager Early Tenure Associate

xx # of respondents (max across roles)



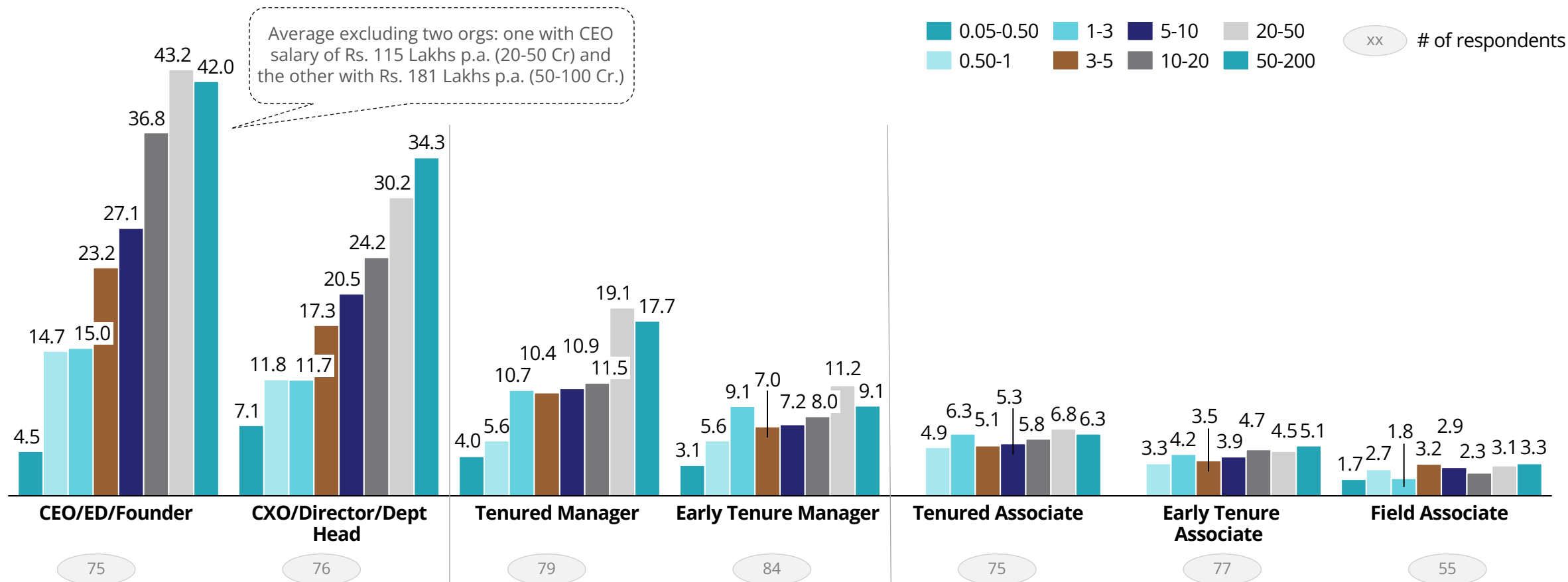
Note: Salary values in INR Lakhs Per Annum. Org budgets in INR Crores.
 Disclaimer: All values as self-reported by participants of the survey.

Food for Thought

We see a consistent hierarchy across all organizations reg. pay, with leadership being paid more than managers, more than associates. Is it a must that the pay bands must be in this order, or could there be other experiments worth trying in the sector? © E.g. Mondragon Corporation

Overall compensation benchmarks: Leadership and Program teams

By Organization budget category [Alternate view]



Food for Thought

As budgets increase, we see here, the Leadership salaries rise, the Manager salaries rise mildly and the Associate salaries are static. (There may be more people per role, of course.) There is a lot dependent on the leadership, to manage programs, budgets, governance, and more.

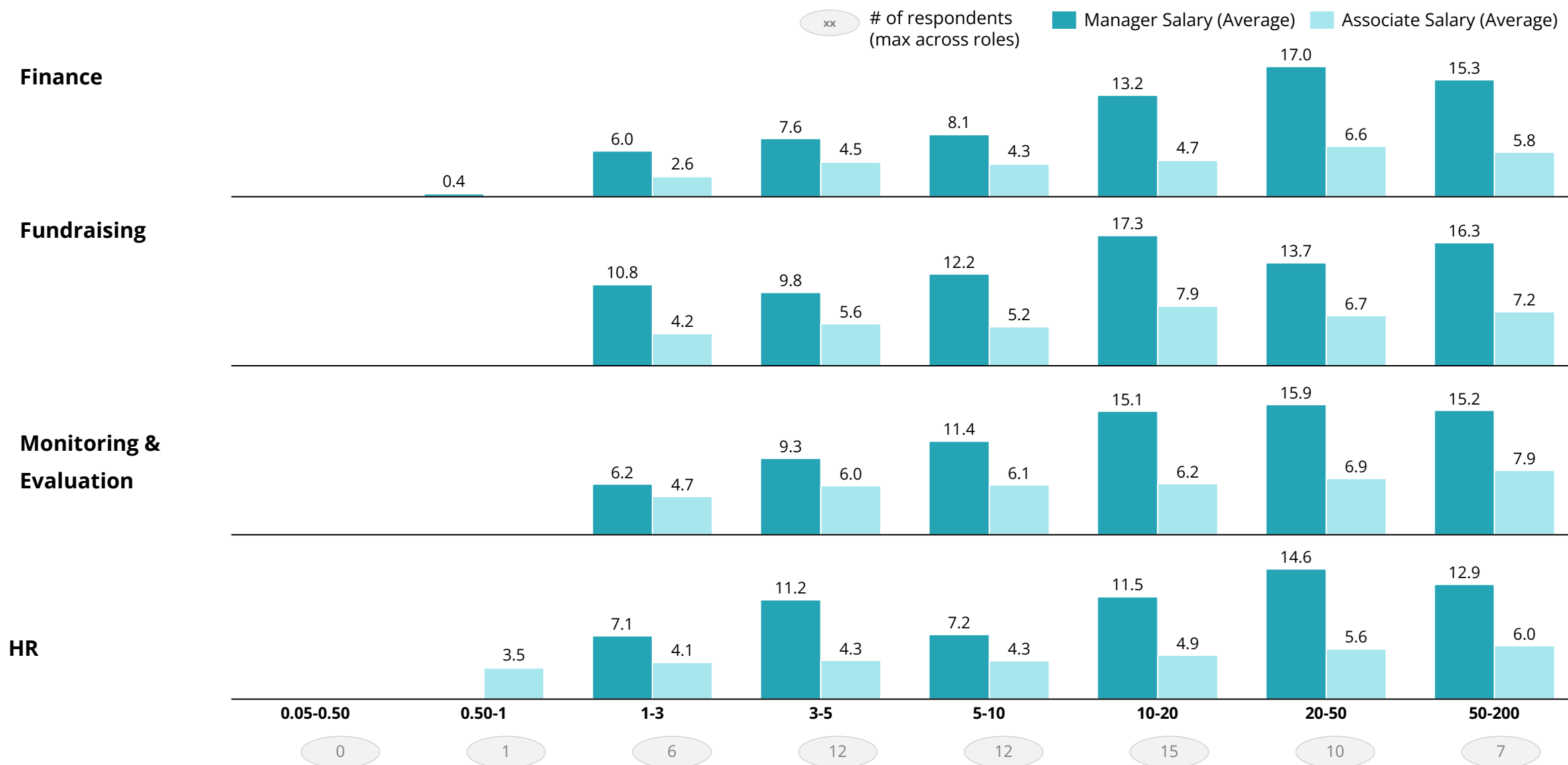
Yet, given limited leadership roles, can we attract and retain talent in the sector at the other role levels at these salary bands?

Note: Salary values in INR Lakhs Per Annum. Org budgets in INR Crores.

Disclaimer: All values as self-reported by participants of the survey.

Overall compensation benchmarks: Support teams

By Organization budget category



Note: Salary values in INR Lakhs Per Annum. Org budgets in INR Crores.
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- Tables with Statistical Summaries
- Overview Graphs and Analysis
- **Deep-dive: Leadership and Program Teams**
- Deep-dive: Support / Organization Function Teams

Benefits Benchmarks

Before you Close the Document...

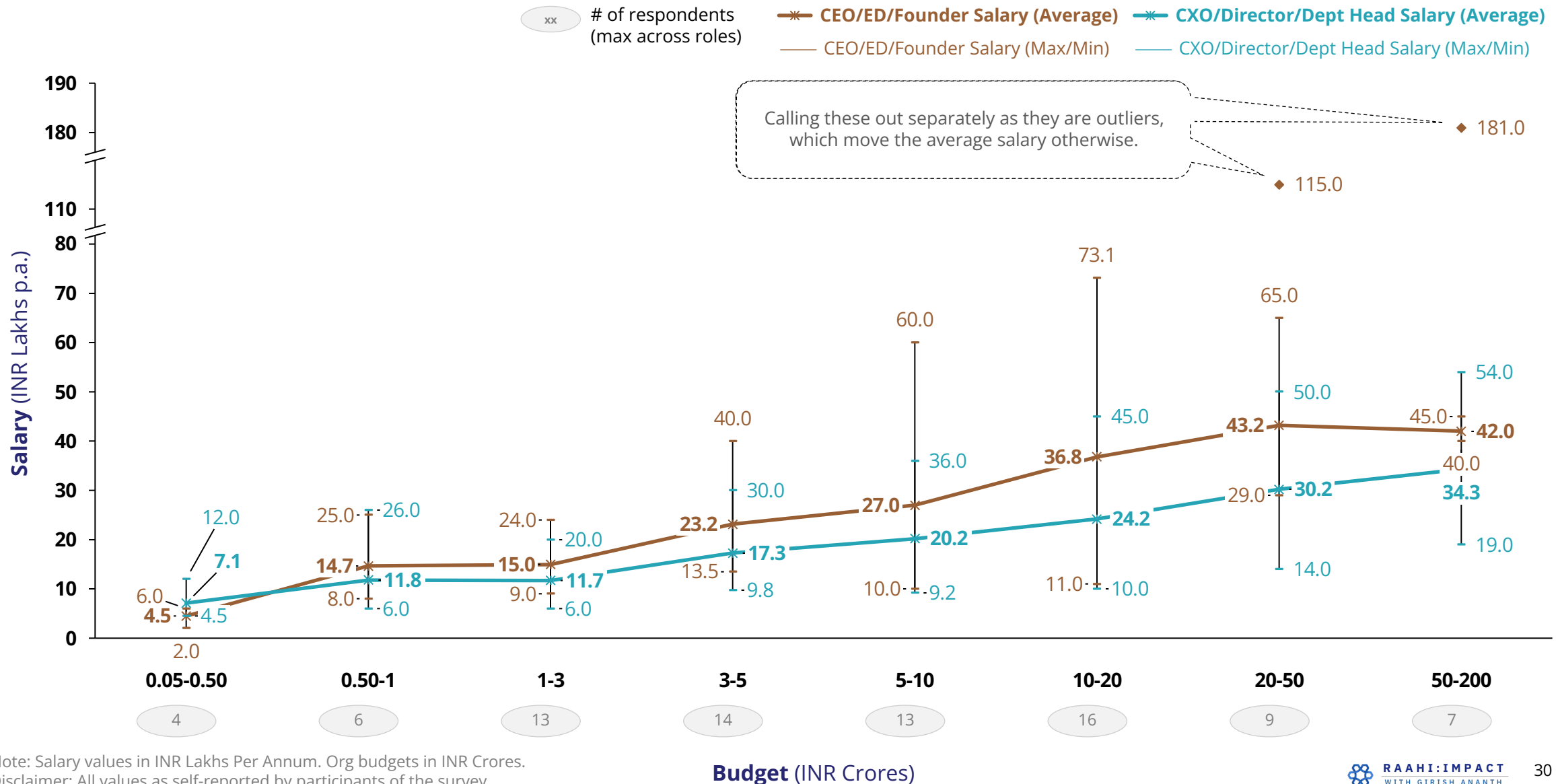
Why and how to read this

Averages don't always tell the full story.
It's useful to also know the range.

In the deep-dives, along with the averages, max and min of the participants' data in that category is provided for each role.

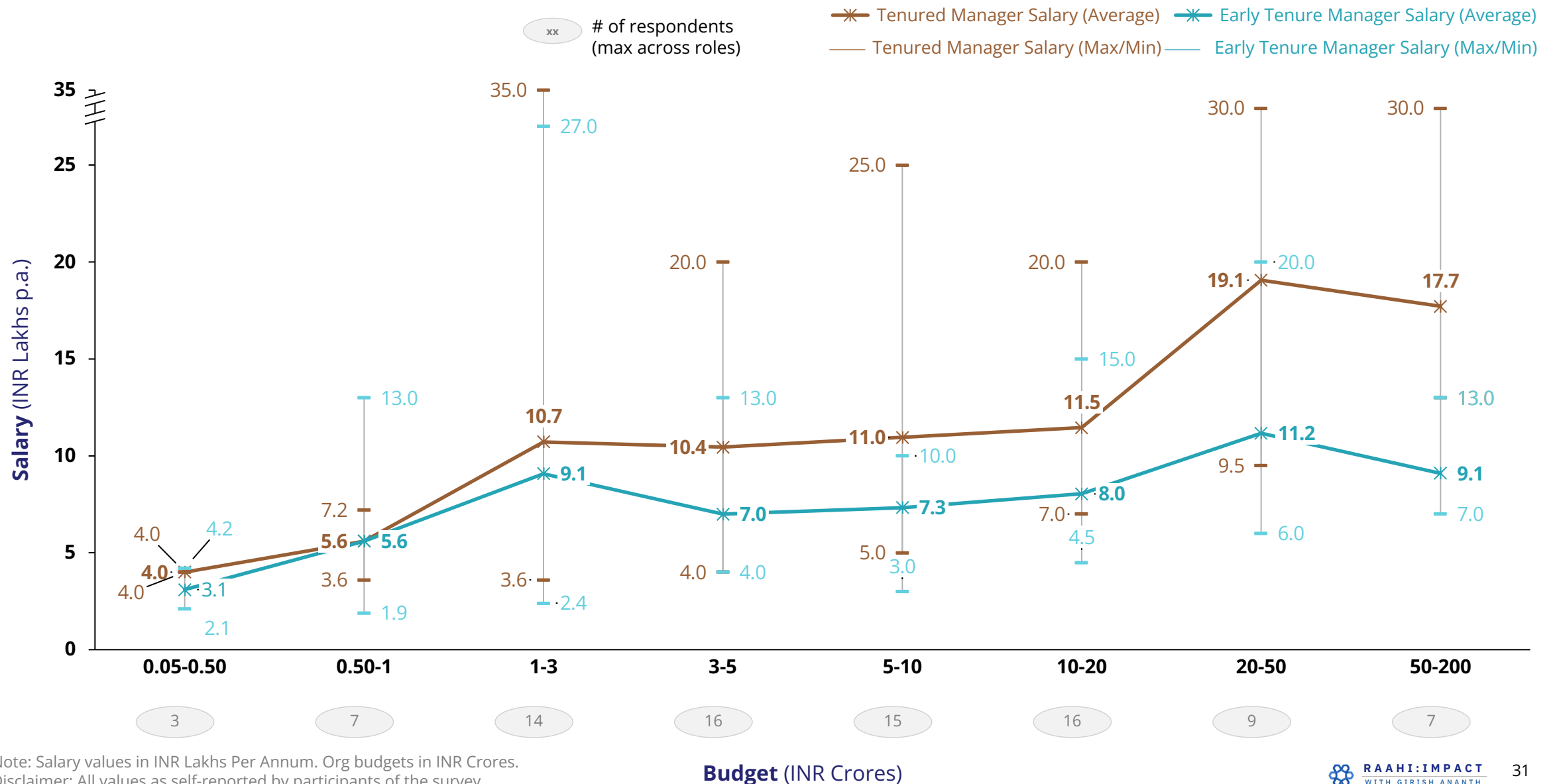
Overall compensation benchmarks of Leadership team

By Organization budget category



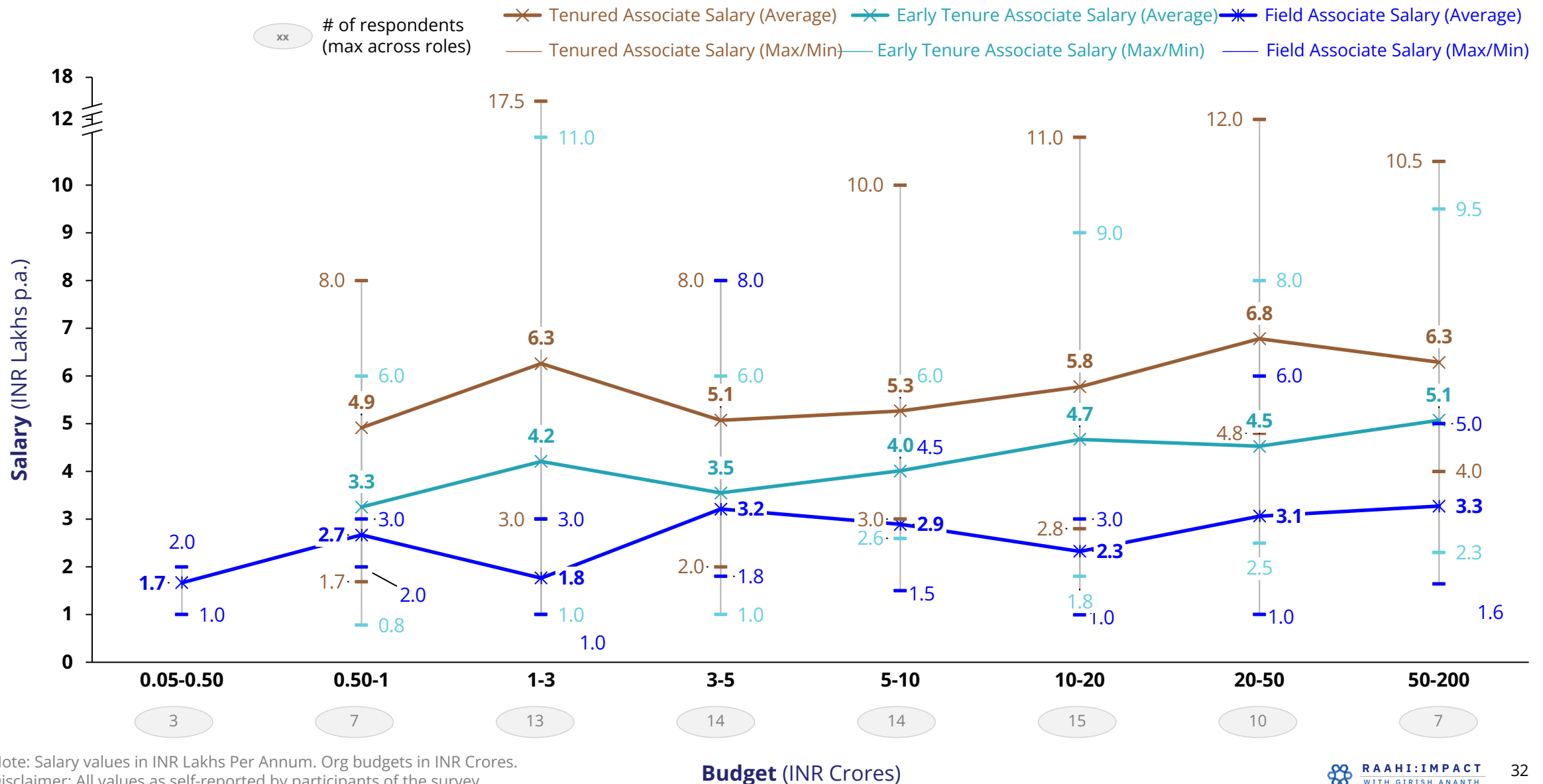
Overall compensation benchmarks of Management team

By Organization budget category



Overall compensation benchmarks of Individual Contributors

By Organization budget category



Agenda



Context and Overview

Overview of Participating Organizations

Compensation Benchmarks

- Tables with Statistical Summaries
- Overview Graphs and Analysis
- Deep-dive: Leadership and Program Teams
- **Deep-dive: Support / Organization Function Teams**

Benefits Benchmarks

Before you Close the Document...

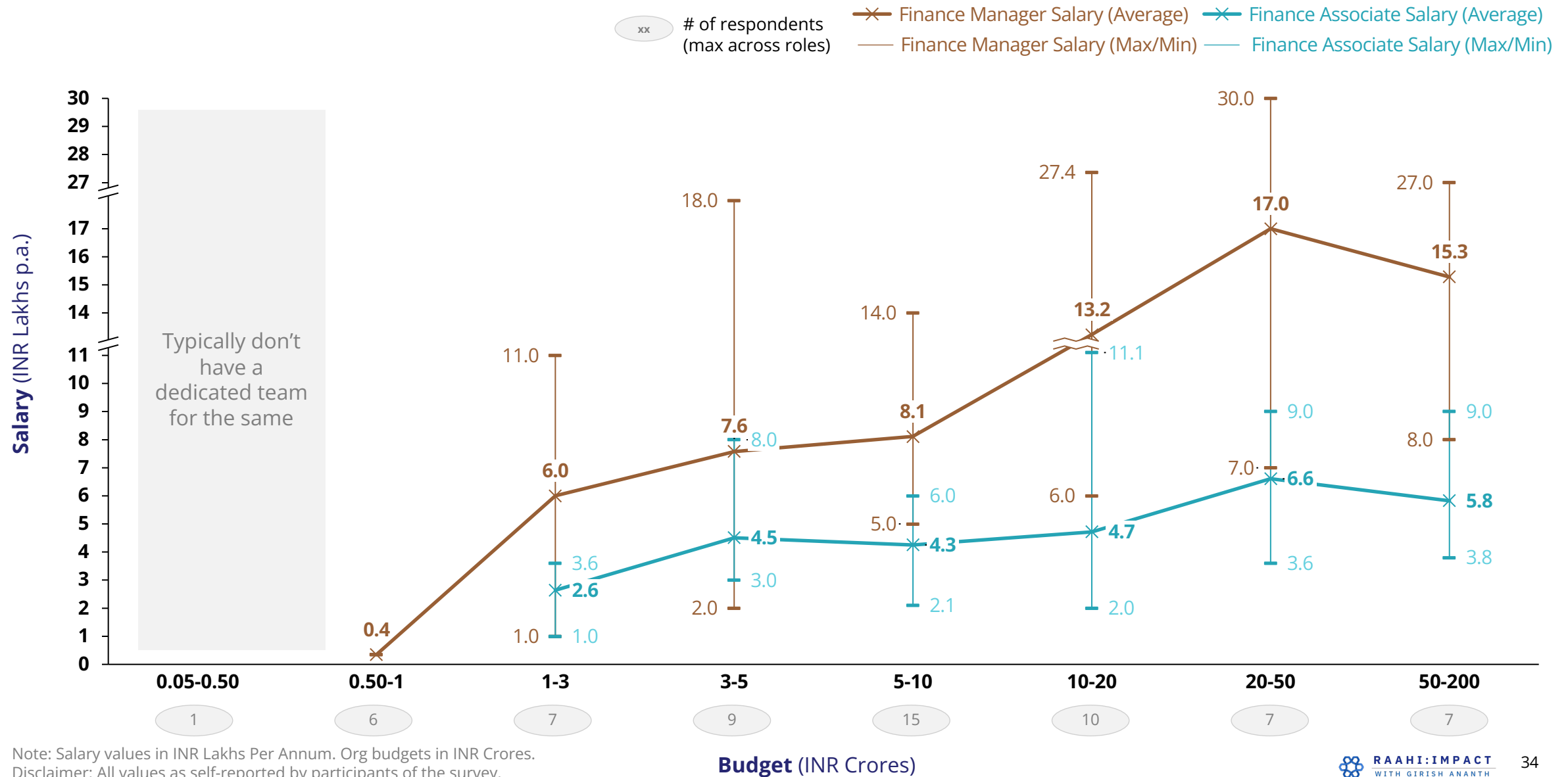
Why and how to read this

Averages don't always tell the full story. It's useful to also know the range.

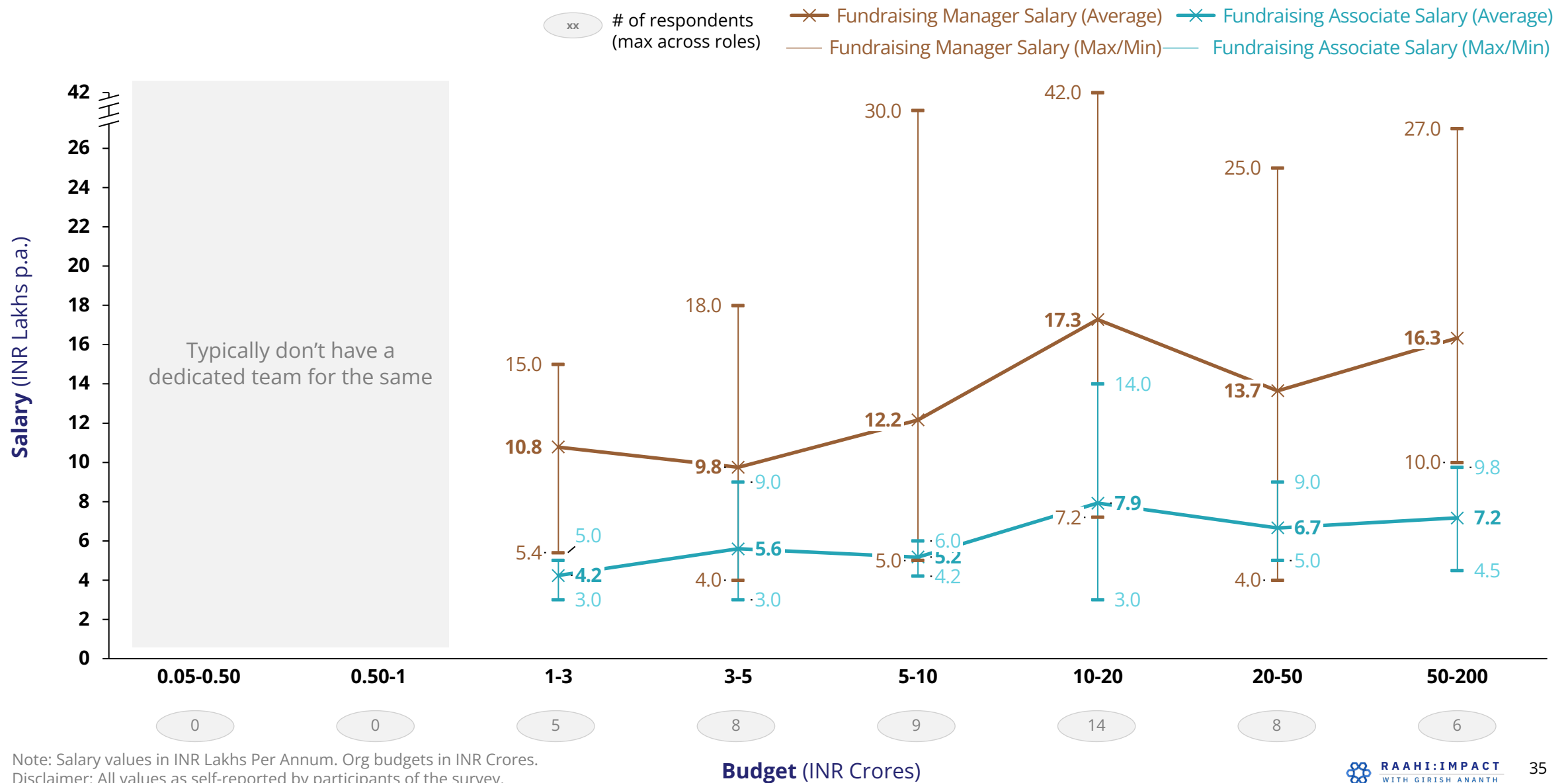
In the deep-dives, along with the averages, max and min of the participants' data in that category is provided for each role.

Overall compensation benchmarks of Finance Team

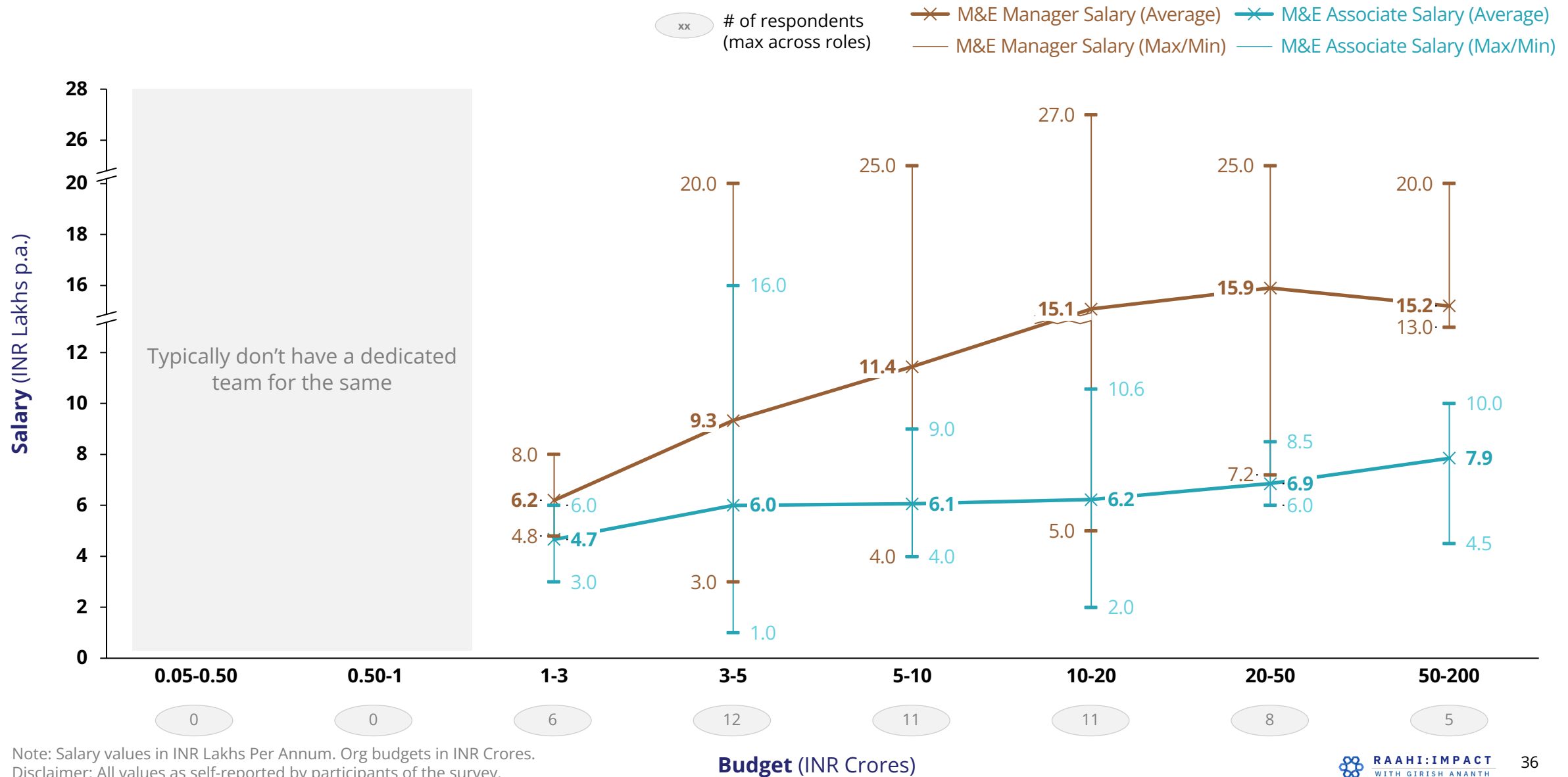
By Organization budget category



Overall compensation benchmarks of Fundraising Team By Organization budget category

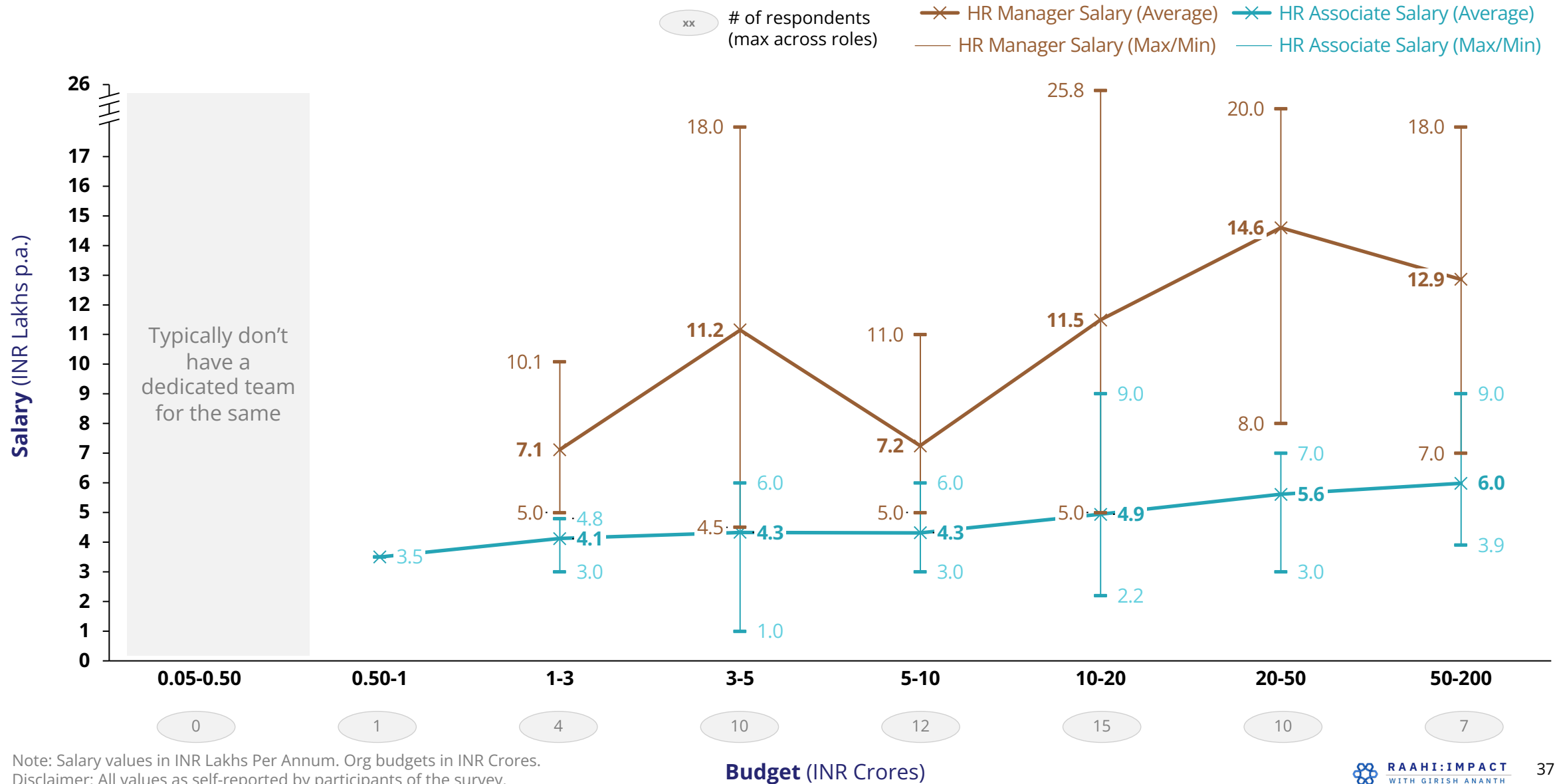


Overall compensation benchmarks of Monitoring & Evaluation Team By Organization budget category



Overall compensation benchmarks of HR Team

By Organization budget category



Agenda



Context and Overview

Overview of Participating Organizations

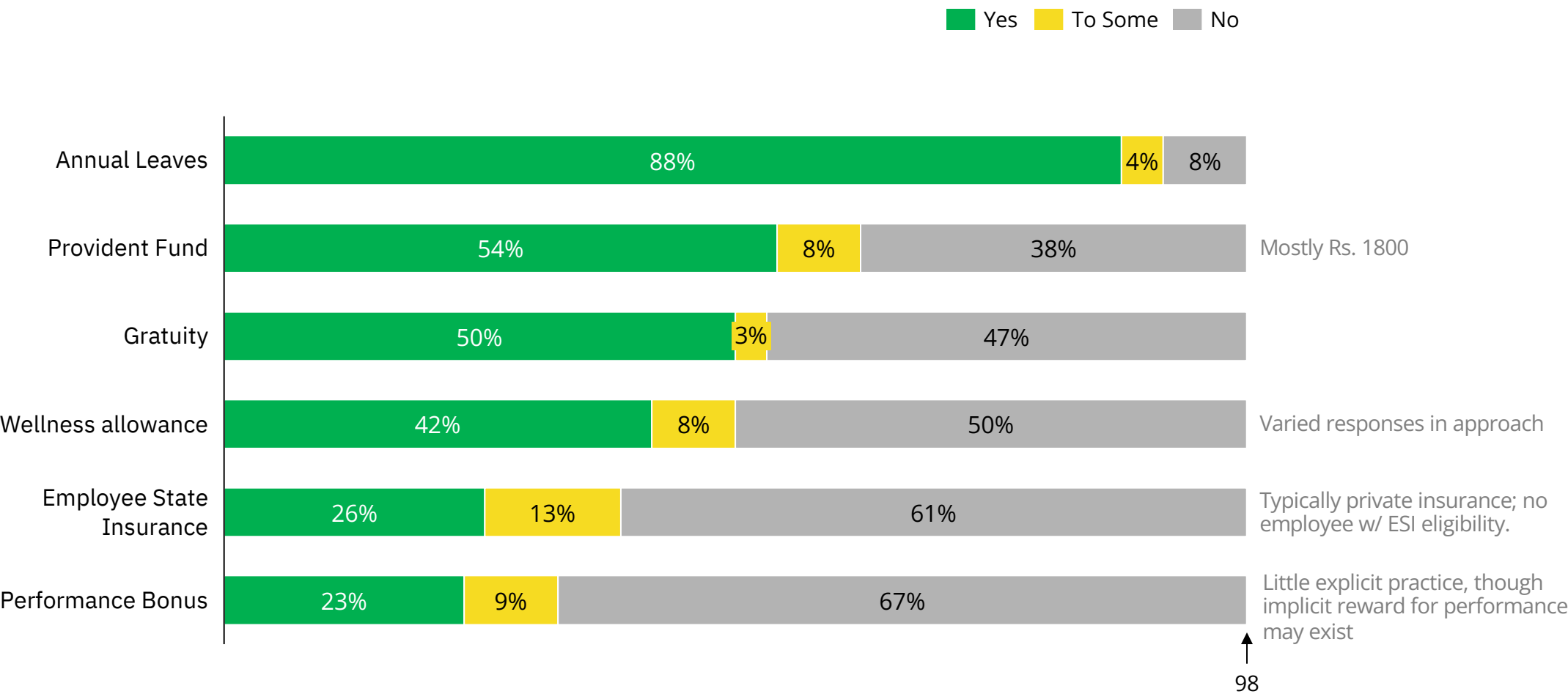
Compensation Benchmarks

Benefits Benchmarks

Before you Close the Document...

Overview of the benefits declared by participants

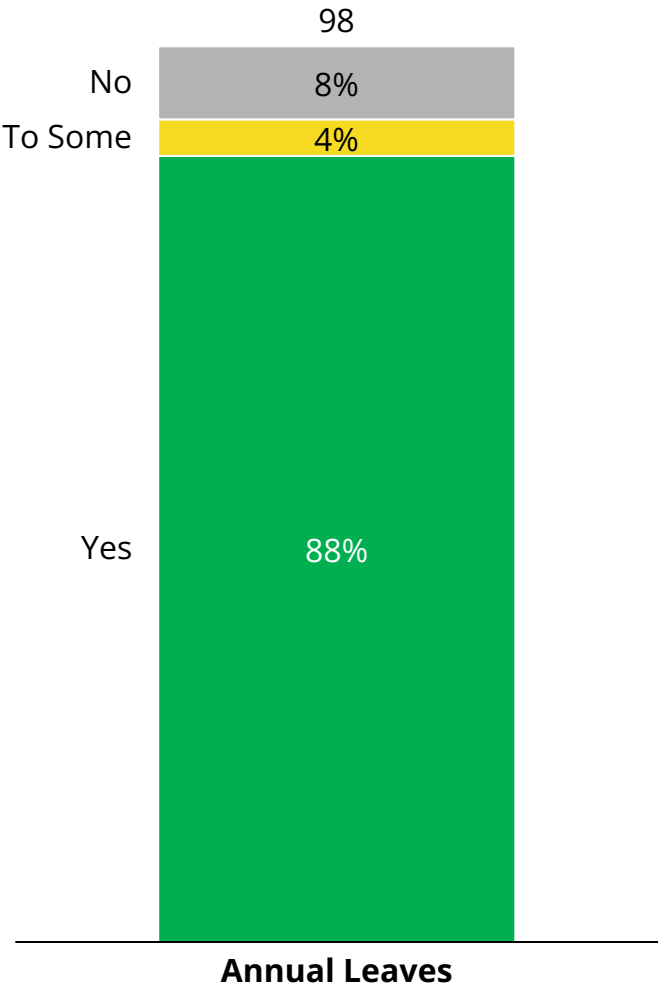
A snapshot of the answers provided by the participants.



Note: Salary values in INR Lakhs Per Annum. Org budgets in INR Crores.
Disclaimer: All values as self-reported by participants of the survey.

Annual Leave: Overview

Leaves are relatively complicated to analyse, especially with different terms used and context – the below looks at broad trends. A separate detailed analysis may be in order to further analyse it.



Typical leave structure

- There is a significant variation in the approach to providing leaves. The terms used may differ across, but typically:
 - Primary types: The set of earned leaves, privileged leaves, paid leaves, casual leaves, sick leaves, wellness/rest & recuperation leaves
 - Special leaves: Maternity, paternity, bereavement/compassionate leaves, holiday leaves
 - Other leaves: Organizational downtime, year-end leaves, birthday leaves, wedding leaves, menstrual leaves, relocation leaves, exam leaves
- Four organizations have called out that they have a **flexible leave policy, without limits**.

Reg. Carry forward of leaves

- There is a wide range of practices in the aspect of leave carry forward. Many organizations seem to allow partial carry forward with time limits; however, there is significant nuance across the answers.

Reg. Leave encashment

- While some organizations have called out that they do allow leave encashment (e.g. with a cap), the more predominant practice seems to not allow for leave encashment.

Note: Salary values in INR Lakhs Per Annum. Org budgets in INR Crores.
Disclaimer: All values as self-reported by participants of the survey.

Leaves: Details

Relevant comments included below.

Overall leaves

Vary from 10 to 36 days. Commonly found are 24/30/36 days of overall leave.

Primary leave types

- *Casual leaves:* Range seen from...
- *Sick leave:* Range seen from...
- *Privilege leave:* Most typically...
- *Wellness / Rest and Recuperation leave:* Some organizations provide...

Available in the Participant Report only

Secondary leave types

- *Bereavement leaves:* are typically...
- *Maternity leaves:* where...
- *Paternity leaves:* Some have mentioned...
- *Optional holidays:* Sometimes...
- *Floater leaves :* Sometimes...

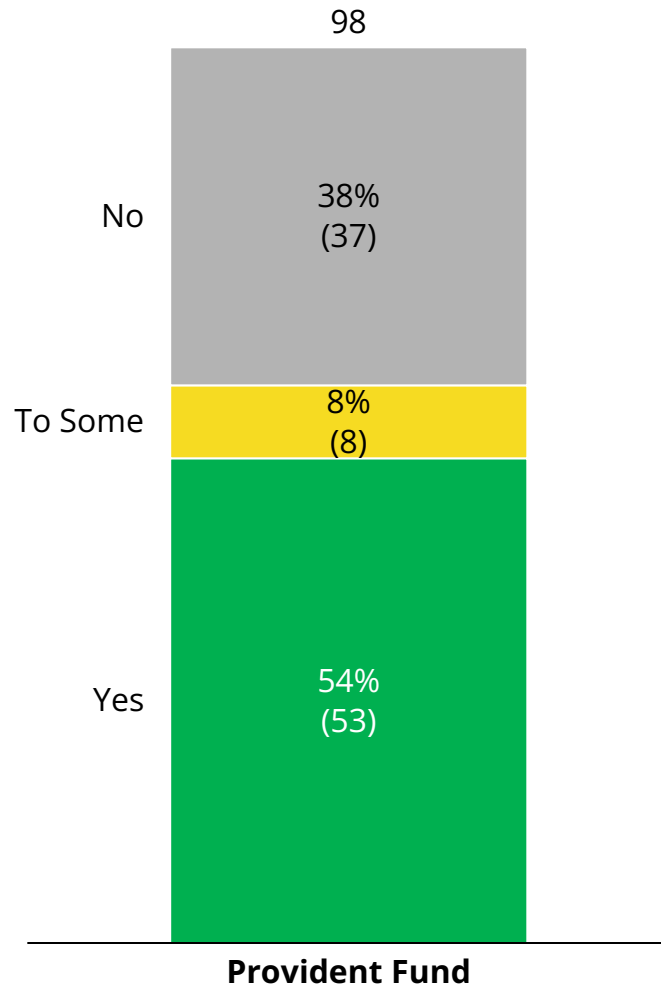
Other leaves mentioned

- **Menstrual leave:** 1 day per month, or 5 days per year
- **Birthday leave:** 1 day
- **Adoption leave:** 12 months
- **Wedding leaves:** 3/5/15 days
- **Miscarriage leave:**1-2 weeks
- **Exam leave:** 9 days
- **Learning Hours:** 4 hr per week
- **Adult franchise leave**

Note: Salary values in INR Lakhs Per Annum. Org budgets in INR Crores.
Disclaimer: All values as self-reported by participants of the survey.

Provident Fund Overview

Most NGOs seem to be providing the Rs. 1800/- PF. Relevant comments included below.



Out of 33 comments...

Rs. 1800 vs. 12% of basic salary

- 25 shared that the PF provided is the **Rs. 1800/- mandated by law.**
- 3 mentioned that they provide 12% of basic pay
- 5 mentioned that they provide 12% of basic pay capped at Rs. 1800 pm.
- Two mentioned that they aren't providing PF as it is not applicable.

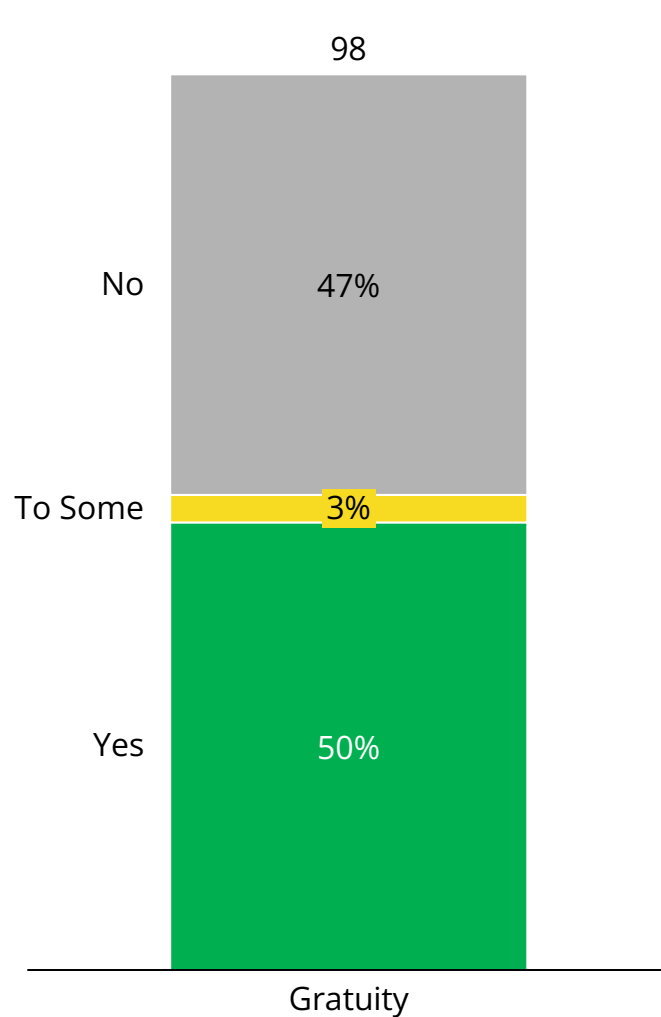
Other relevant comments:

- One organization mentioned "1800 pm with an option to enhance." This seems similar to a comment last year, that they 'provide the 1800 as standard, and full 12% if employees ask for it.'
- One NGO mentioned "PF optional for employees drawing basic above 15,000. The organization nevertheless gives an in-lieu addition of 1900 to salary irrespective of PF chosen or not."
- One organization mentioned that "For PF, both deductions (Employee and Employer) are part of employee CTC (Cost to Company)"

Note: Salary values in INR Lakhs Per Annum. Org budgets in INR Crores.
Disclaimer: All values as self-reported by participants of the survey.

Gratuity Overview

Typically, participants seem to set the approach aligned with the law. Relevant comments included below.



- 7 organizations mentioned they have gratuity as per law – for continuous employment of 5 years (4 years 240 days)

Relevant comment:

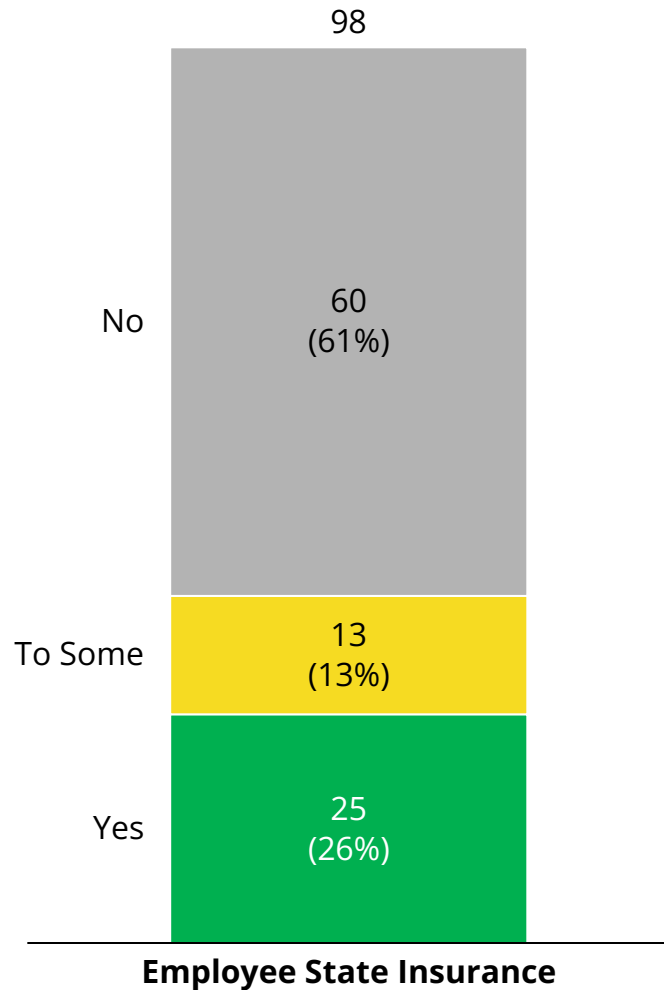
"Gratuity is provided in accordance with government norms for staff members who have completed five years of service. We have an open account in the LIC Fund specifically allocated for gratuity benefits."

- One mentioned this is not included in CTC, but given to employees.
- One mentioned: "4.17% in salary"
- One mentioned they are Not eligible / have not yet done it.

Note: Salary values in INR Lakhs Per Annum. Org budgets in INR Crores.
Disclaimer: All values as self-reported by participants of the survey.

Employee State Insurance (ESI)

Participating NGOs typically seem to not have relevant members and/or have private medical insurance



1 The organizations who are giving this benefit seem to be doing it as per the eligibility of the law.

- To all the eligible employees
- Based on eligibility under the law
- As per the rule
- To those below a particular gross as per law
- Applicable to employee having salary less than 21K per month
- This is applicable for only employees having basic below 12500

2 Those who aren't providing this, typically seem to be doing so as they do not have employees who are eligible.

- Salaries are above ESI cap

3 Some provided additional information in relation to this / employee support provided.

- Benefits include Treatment benefit, Sickness Benefit, Maternity benefit, Disability benefit, Dependents' benefit.
- Medclaim as well as Personal accident policy
- We have employee Medical Insurance paid by the organization.
- 37 Staff are getting Health and Accidental Insurance

Note: Salary values in INR Lakhs Per Annum. Org budgets in INR Crores.
Disclaimer: All values as self-reported by participants of the survey.

Wellness Benefits: Overview

Details available in the Participant Report

While this was interpreted differently by different organizations, there are interesting approaches to learn and take inspiration from.

Summary of findings:

1. Mental Health Support:

Some organizations are recognizing mental health as a priority and trying to provide specific support.

For example:

- Free mental well-being sessions for all team members.
- Counseling Employee Assistance Program services available to employees.
- Financial assistance of up to Rs 10,000 annually for therapy sessions.
- Pre-decided Therapeutic Allowance of Rs. 1500 per month for self-healing activities.

2. Tied-Up Support Services:

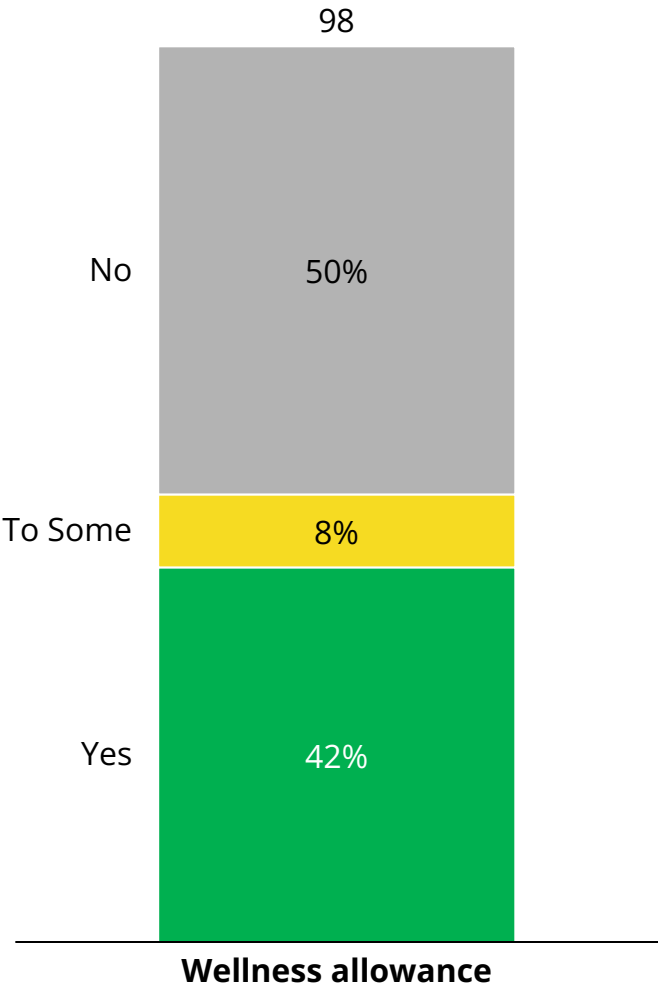
Some organizations are tying up with providers or directly providing the requisite support. *For example:*

- Free medical consultation and annual health checkups.
- Tie-ups with mental wellness service providers

3. Budgetary Support to Employees:

Some organizations are earmarking budgets to ensure there is a clear support to employees. *For example:*

- General allowance ranging from Rs. 3000 to 5000 pm based on roles.
- Distributed team setup allowance of INR 5,000 per year.
- Milestone-based rewards: INR 10,000 and 12 extra days leave after 5 years.
- Health & Learning Incentive of INR 32,000.



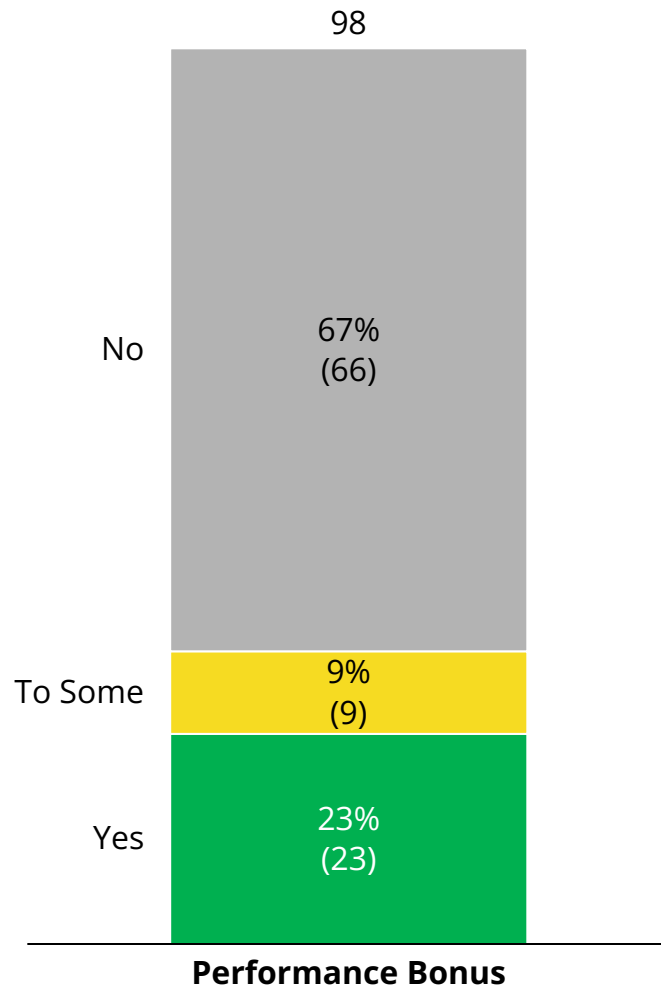
Note: Salary values in INR Lakhs Per Annum. Org budgets in INR Crores.
Disclaimer: All values as self-reported by participants of the survey.

Performance Bonus: Overview

This does not seem to be a prevalent practice explicitly across the participating organizations

Insights from Comments:

- Only a little under a fourth of the organizations mentioned performance bonuses. [however, some may not have seen performance-based increments as performance bonuses]
- From the details shared by those who have marked “Yes”, the following insights come in: [comments in next slide]
 - The performance bonuses are naturally, linked to the performance appraisal / performance management process:
 - There are two main types: increments or one-time bonuses. The range of the bonus/increment may be 5-20% of salary, typically.
 - The performance-based pay may be sometimes only for some levels / some teams, especially fundraising.

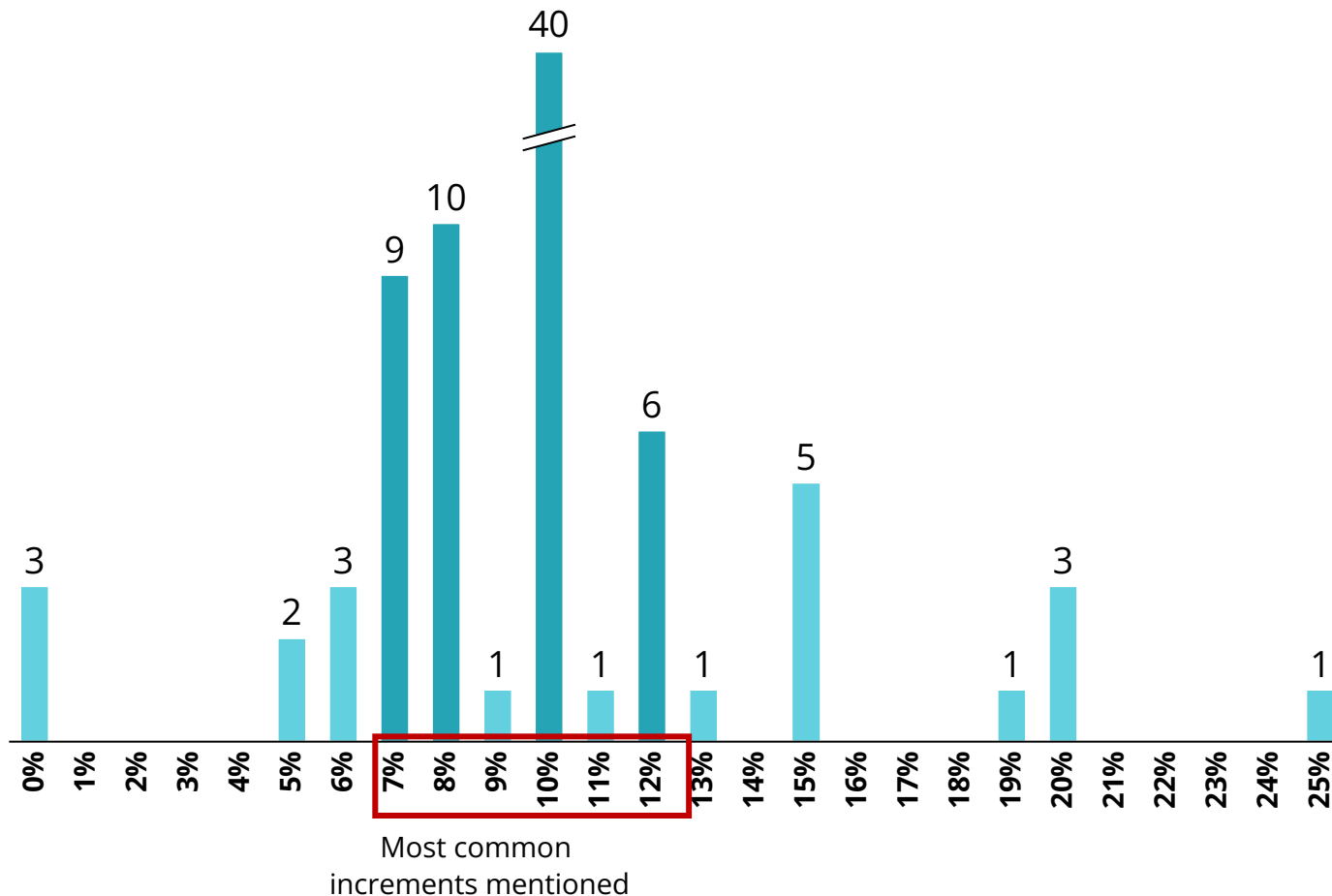


Note: Salary values in INR Lakhs Per Annum. Org budgets in INR Crores.
Disclaimer: All values as self-reported by participants of the survey.

Increments Planned for 2023: Average Values

What increment % are you planning to give this year (end-2023)?

Frequency of answer to question



Key Takeaways and Notes

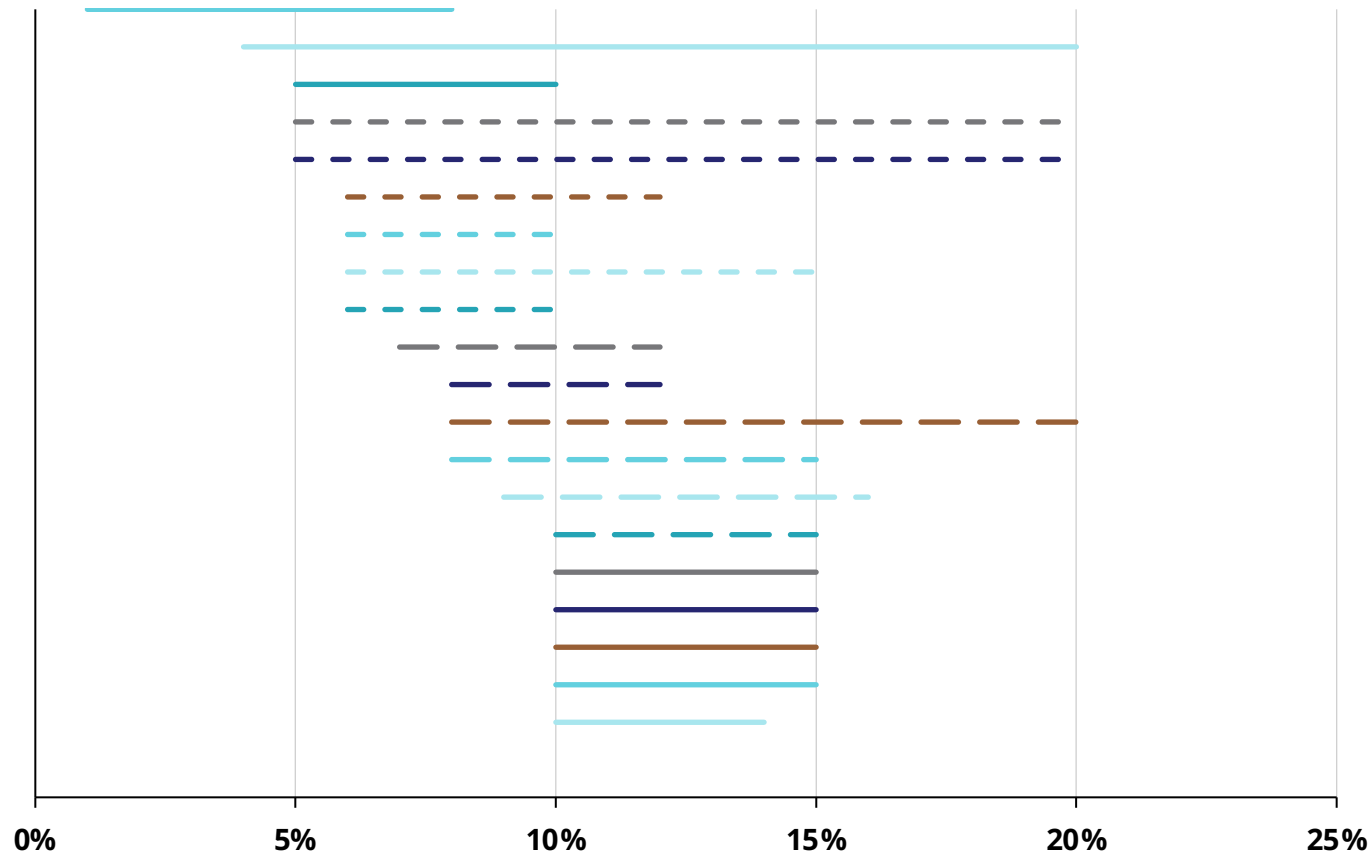
- Organizations were asked the average increment they plan to give at the end of 2023. Most organizations responded – the summary is on the left.
- The typical average increment seems to be **7-12% (especially 8-10%), with 10% being by far the most commonly mentioned** number.
- However, many mention this being **with gradations of performance-based increments**.

Please see following slides for more details.

Increments Planned for 2023: Ranges mentioned

Range of increments mentioned in comments

Min-Max of the range mentioned in comments



Details available in the Participant Report

Key Takeaways and Notes

- About half the organizations (53 organizations) mentioned some sort of **performance-based variations in increments** in the comments, based on some performance appraisal process (e.g. goal sheet, OKRs, etc.).
- In many cases, it is a **standard hike, and differentiation** for high performers (additional increment or bonus).
- Some mention **higher increments for field staff and lower for management/leadership** (to compensate for base).
- This graph shows the min-max of the increments mentioned in the comments, where available.

Details available in the
Participant Report

Other benefits: Overview

Details in the following slides.

Financial Support and Upskilling

Many organizations have employed different ways of providing financial support to their employees. E.g. Interest-free loans, one-time support at milestones, etc.

Travel, Relocation and Communication

Organizations in general provide support for travel, relocation and communication.

Work Week Management and Culture

Different organizations have shared approaches to the work week and culture strengthening shared by participants. E.g. budget for team lunches, five/six day work week, etc.

Learning & Development support

Many organizations call out an explicit budget and method for encouraging upskilling and learning of employee. The specific amount and approach differs by organization capacity.

- **Learning and Development Allowance:** of Rs. 10,000-20,000 per year (flat) or milestone based (e.g. on completion of 5 years), etc.
- **Support for learning beyond courses, e.g. for books and event visits**

Agenda



Context and Overview

Overview of Participating Organizations

Compensation Benchmarks

Benefits Benchmarks

Before you Close the Document...



Pay-as-you-Wish for this Report

Was this report helpful for you?

If so, do consider compensating for
the time and effort in getting this to
you.

Reports like these typically cost an organization upwards of Rs. 5-10 Lakhs to get done. Significant effort of 80 hours has gone into getting this report out with quality (an overview is in the next page, for your reference.)

If you find the insights valuable and believe it has made a positive impact on you/your organization, I invite you to contribute in a way that feels right for you.

UPI:



UPI ID:
ananth.girish@okhdfcbank

OR

Bank:

Please drop me a short email at
Raahi.Impact@gmail.com for
bank details.

And in case you require an
invoice, I would be happy to
provide the same.

Your contribution is not viewed as a necessity, but rather as a gesture that encourages such voluntary effort towards creation of valuable resources.

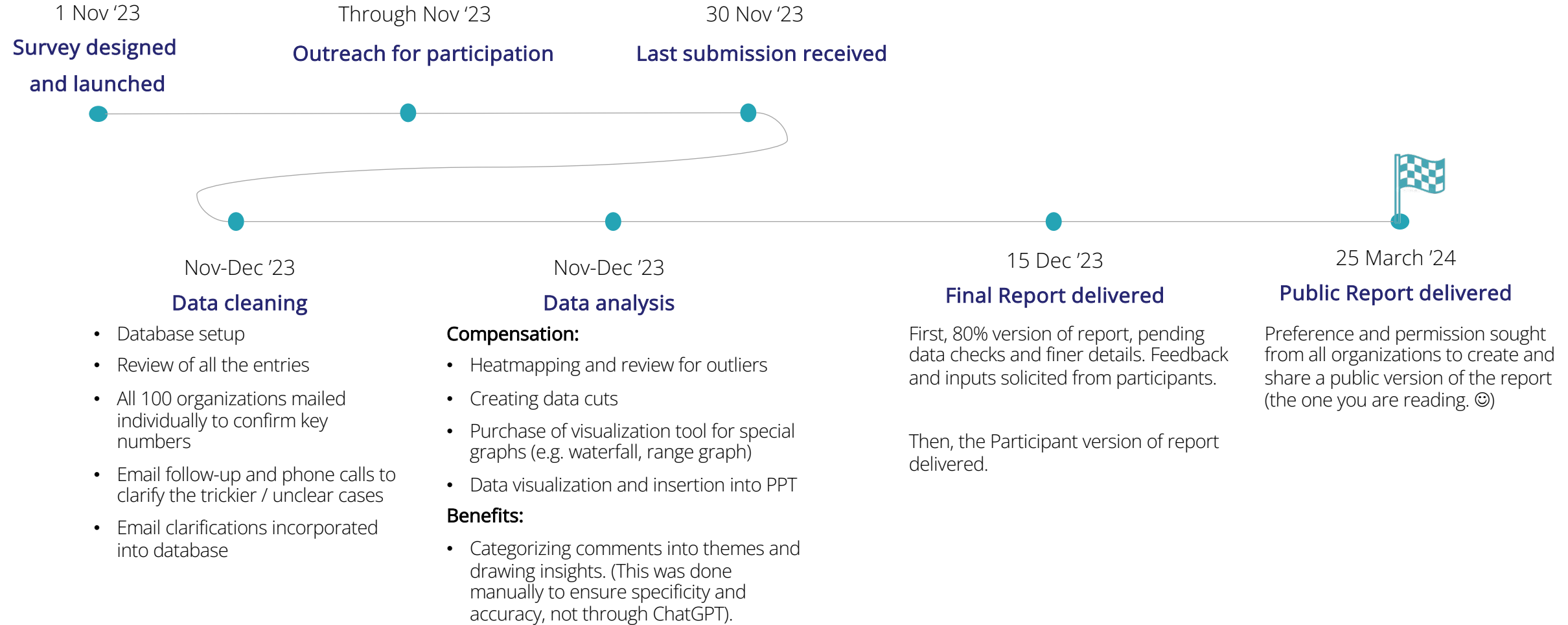
Thank you for this! 🌸



Regards,
Girish Ananthanarayanan

What went into making this report?

In short: ~80 hours of work



Creating this report required **~80 hours of focused individual work**, to enable participation, clean the data, do the analyses and deliver the report, while ensuring confidentiality.

Note: only a single individual has seen or has access to any data shared. This will not be shared onwards with anyone or used for any other purpose.

Acknowledgements

I hope the analysis is helpful for you as you strengthen your approach to supporting your employees.

When we began this compensation and benefits benchmarking in 2022, it was an experiment in “collaboration for common benefit”. I thought it would be a one-time exercise – but here we are, with a swelling of participation from 64 to ~100 this year – and now a public version of the report!

For the success of this endeavour, there are a lot of people to thank:

First of all, the 100 organizations that participated, for getting involved to solve the problem. Thank you for placing your trust in me. A special thanks to the first 5-10 organizations that filled the form, pioneeringly, and got the ball rolling!

Thank you to those of you who shared this to their networks, and built the momentum. This includes (from what I could see on LinkedIn and email):

- Abhishek Thakore (Wisdom Tree)
- Akshay Soni (The/Nudge)
- Anushree Kanchan Singh (Educate Girls)
- Ashish Shalini Shrivastav (Shiksharth)
- Donald Lobo (Project Tech4Dev)
- Mainak Roy (Simple Education Foundation)
- Mario Pinto (Suvita)
- MS Mahala (Know The Social Sector)
- Naveen Raj (Key Education Foundation)
- Nita Luthia Row (Adhyayan)
- Rathish Balakrishnan (Sattva)
- Sarita Sharma (TheTeacherApp)
- Sharmista Chaudhury (ATE Chandra Foundation)
- Shruthi Iyer (FMCH)

Thank you also to Carmeline (Atma) for testing the form and ensuring the form is as it should be.

To everyone who reposed their trust in me, and bore with the data clarifications: thank you. ☺



Regards,
Girish Ananthanarayanan



Other Raahi:Impact Initiatives

Other Useful Resources



Check out (and subscribe to) [‘Raahi: Impact Journeys’ podcast](#)



Check out the [NGO Travel Policy 2024 Benchmarking](#)

Other Organizations’ Benchmarking Reports



CSIP + ISDM’s work on talent management
[Different Reports](#) | [Dashboard](#)



Guidestar’s ‘Million Missions’ - Non-Profit Sector Report
[Report](#)