



Centre for
Social Impact
and Philanthropy



KORN FERRY



Compensation Benchmarking in the Indian Social Sector

September 2022

Funding Partners



Acknowledgement

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The report is an outcome of the sincere efforts of our execution partner Korn Ferry who carried out data collection, analysis and report writing for this research on benchmarking compensation in the Indian social sector. Their expertise in role and compensation benchmarking brings unique insights into the understanding of compensation in the social sector. **Special thanks to below members of Korn Ferry team for their varied contributions towards completion of this report –**

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A special mention is reserved for the project team members from CSIP and ISDM for the project management and report reviews.

Project Management and Review of the report

- **Dr. Swati Shresth**, Research Director, CSIP
- **Dr. Neha Nimble**, Senior Manager- Research, CSIP
- **Dr. Priti Dargad**, Research Manager, ISDM

Review of the report

- **Dr. Shaivya Verma**, Senior Manager-Research, CSIP
- **Satender Rana**, Senior Research Fellow, ISDM
- **Devika Menon**, Research Associate ISDM

This study would not have been possible without our outreach partner **GuideStar** India who helped us in onboarding the SPOs for participation in the study.





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Indian Economic Indicators



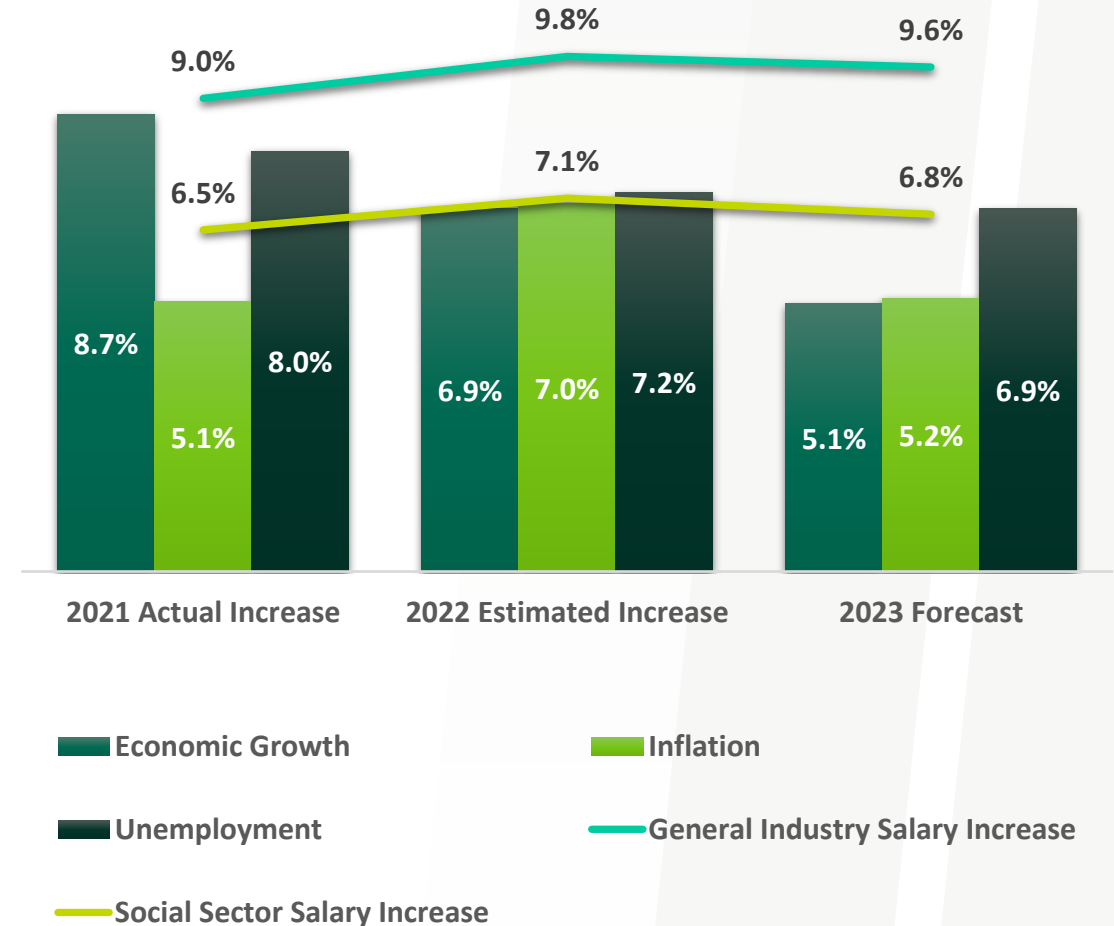
Indian Economy

- The Indian economy has fully recovered to the pre-pandemic level of 2019-20 which is associated with stronger growth momentum, indicating increased economic demand. (**Source:** 2022 India Brand Equity Foundation)
- India has emerged as the fastest-growing major economy in the world and is expected to be one of the top three economic powers globally over the next 10-15 years, backed by its robust democracy and strong partnerships. (**Source:** 2022 India Brand Equity Foundation)
- In the face of the “**Great Resignation**” and rising inflation, organisations are taking a second look at the size of their salary increase budgets. Salary increments in India are on the rise to levels not seen in last 3 years. (**Source :** 2022 Korn Ferry Salary Increase Survey)

- **Economic Growth** : Percentage change in real GDP, over the previous year.
- **Inflation** : Percentage change in consumer price index in local currency, over previous year.
- **Recorded Unemployment (%)**: Recorded official unemployment as a percentage of total labour force.

***Source:** *Economic Indicators from The Economic Intelligence Unit*

Economic Indicators (effective 1 September 2022)*



Participant Profile



Social Purpose Organisations (SPOs)

All the organisations participating in this study are **Social Purpose Organisations (SPOs)**: Any organisation whose primary objective is to create social impact. This covers all forms of organisations irrespective of their legal status. The SPOs are categorised broadly into three groups viz., **Non-governmental Organisations and Social Enterprises (NGOs/SEs)**, **Ecosystem Support Organisations (ESO)** and **Funding organisations (FOs)**.

NGOs and SEs	Funding organisations	Ecosystem Support organisations
<ul style="list-style-type: none">Organisations that directly work with grassroots communities or implement projects with communities.The category includes NGOs and Social Enterprises which typically operate independent of government or quasi government, to serve a defined set of social purpose through a variety of approaches.These approaches could primarily range from acting as a service provider, capacity builder, incubator, institution builder, and / or that define the norms and standards of working with social issues in specific domains.	<ul style="list-style-type: none">We define 'Funding organisations' as those that fund the social sector.The category includes organisations that fund SPOs through grants or through impact investment models.The category does not include pure government bodies like state departments of ministries that on-board NGOs and Social Enterprises for active support in fulfillment of their mandates.The category however shall include quasi government funding organisations which are managed professionally. For example - BRLE, CAPART, etc.	<ul style="list-style-type: none">Ecosystem/ Support organisations include all organisations that offer support services/ solutions that help NGOs, SEs and Funding organisations do better in their respective dominant scope of work.These support solutions or services may include functional/ technical services, Legal, Advisory /incubation, org capacity enhancement, knowledge consulting, research and education, Policy engagement at ecosystem level, Accounting and Finance, Outreach and funding support.

Source : The above definitions have been formulated by ISDM & CSIP



Archetypes in Indian Social Sector:

Categories are further divided into archetypes.

NGOs and SEs	Ecosystem Support organisations
<ol style="list-style-type: none">1. NGOs Simple Adhoc: NGO and Social enterprise organisations that have less than 50 personnel, have scope of operations in any one category (rural or urban) and is founder driven or with no distinctly articulated HR practices and loosely defined governance structures.2. NGO Simple Professionally Managed: NGO and Social enterprise organisations that have less than 50 personnel, have scope of operations in any one category (rural or urban), led by professionals recruited from the market and is professionally managed with clearly articulated HR structures and processes and defined governance structures.3. NGOs Complex Adhoc: NGO and Social enterprise organisations that have more than 50 personnel, have scope of operations in both rural & urban and is founder driven or with no distinctly articulated HR practices and loosely defined governance structures.4. NGO Complex Professionally Managed: NGO and Social enterprise organisations that have more than 50 personnel, have scope of operations in both rural & urban, led by professionals recruited from the market and is professionally managed with clearly articulated HR structures and processes and defined governance structures.	<ol style="list-style-type: none">1. ESO Simple: Ecosystem support organisations that have less than 50 personnel and have scope of operations in any one category (rural or urban)2. ESO Complex : Ecosystem support organisations that have more than 50 personnel and have scope of operations in both rural & urban

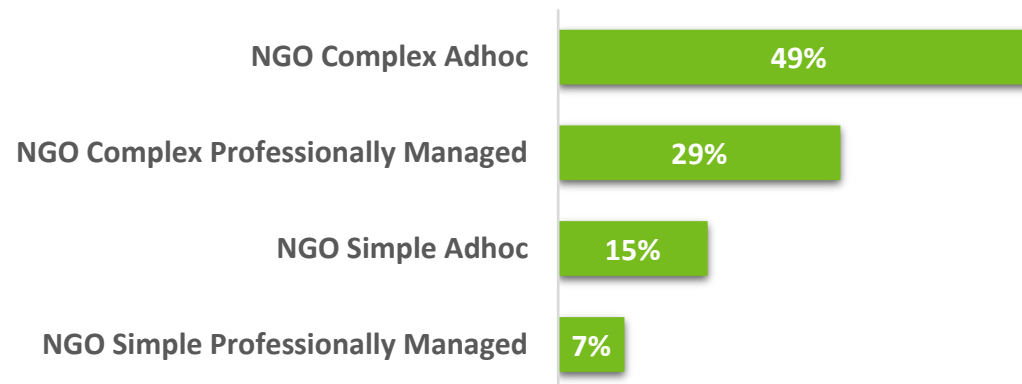
Source : The above definitions have been formulated by ISDM & CSIP

The category of Funding organisations has not been further divided into archetypes.

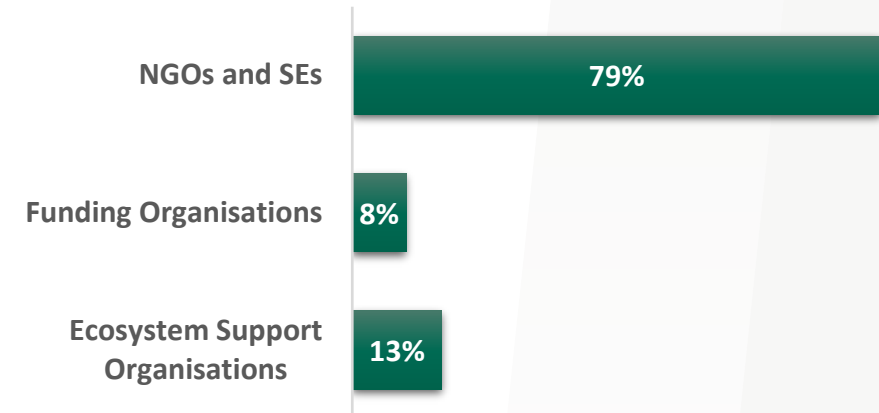
Participant Profile

- 79% of the organisations in the study are from NGOs and SEs category while only 13% of organisations are Ecosystem support organisations.
- Only 8% organisations belong to Funding organisations category.
- 49% organisations belong to **NGO complex Adhoc** archetype in **NGOs and SEs** category. Within Ecosystem support category, 80% organisations belong to **ESO complex** archetype.
- No archetypes have been reported in Funding organisations as there are only 6 organisations.

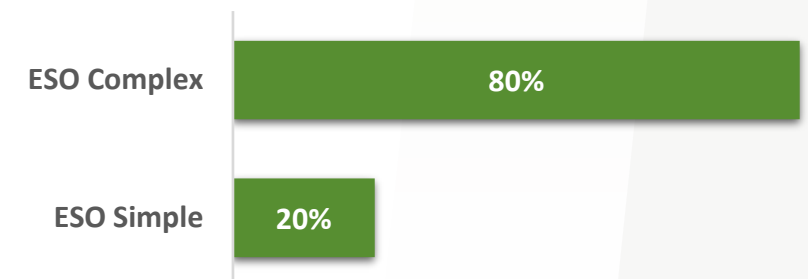
NGOs and SEs Archetypes (N = 59)



Types of organisations (N = 75)



Ecosystem Support organisations Archetypes (N = 10)



■ Percentage of Organisations



Organisation and Personnel Headcount Profile

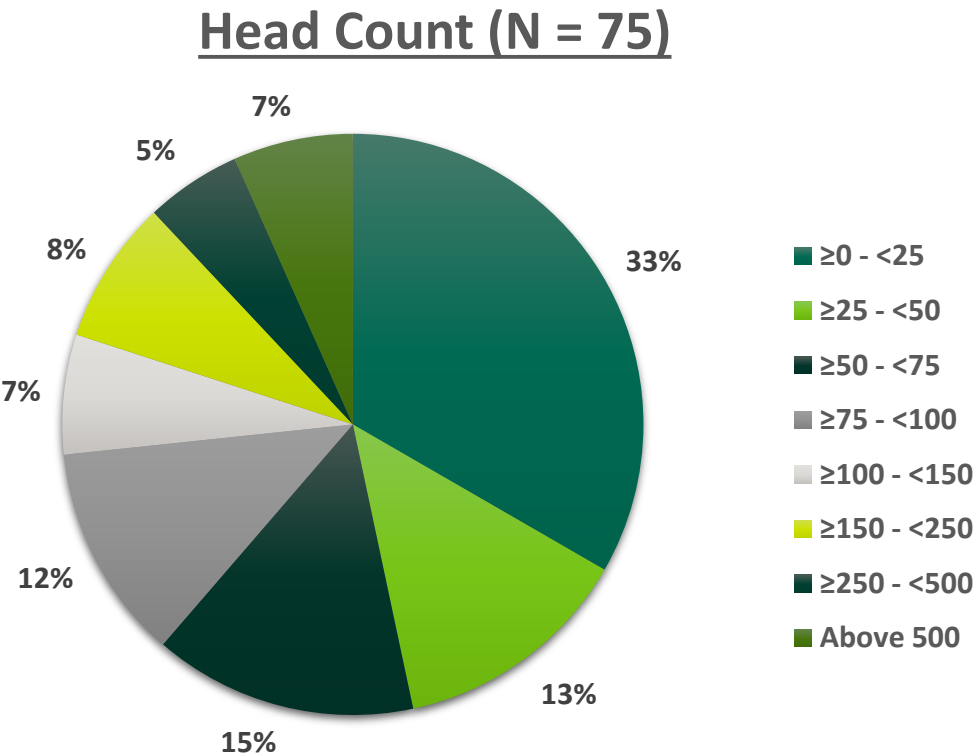
Overall, Category and Archetype

Archetype	Number of Organisations	Number of Personnel
Overall Social Sector	75	10,251
NGOs Simple Adhoc	9	194
NGOs Simple Professionally Managed	4	682
NGOs Complex Adhoc	29	5,289
NGOs Complex Professionally Manged	17	3,23
NGOs and SEs	59	9,400
ESO Simple	2	45
ESO Complex	8	349
Ecosystem Support Organisations	10	394
Funding organisations	6	457



Participant Profile : Headcount Size

33% organisations have less than 25 personnel, while only 7% have personnel above 500



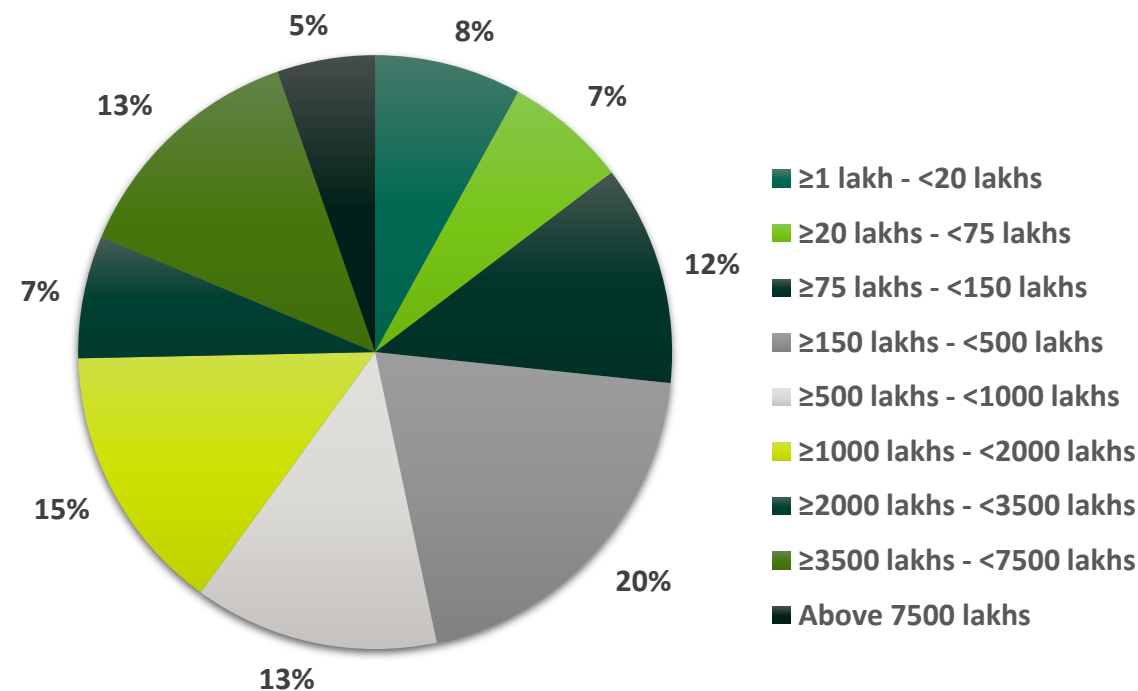
Headcount Size	Number of Organisations	Number of Personnel
Overall Social Sector	75	10,251
≥0 to <25	25	360
≥25 to <50	10	355
≥50 to <75	11	620
≥75 to <100	9	812
≥100 to <150	5	555
≥150 to <250	6	1053
≥250 to <500	4	1216
Above 500	5	5280



Participant Profile : Annual Funding Size

20% organisations have annual funding in the range of INR 150 lakhs to 500 lakhs while only 5% organisations have annual funding above INR 7500 lakhs

Annual Funding Size (N = 75)

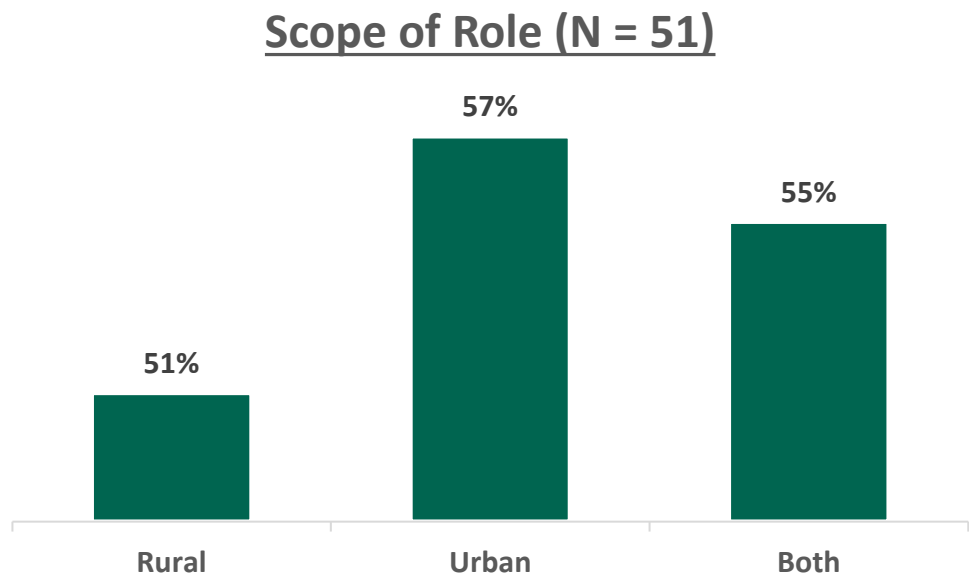


Annual Funding Size	Number of Organisations	Number of Personnel
Overall Social Sector	75	10,251
≥INR 1lakh - <INR 20lakhs	6	219
≥INR 20lakhs- <INR 75lakhs	5	71
≥INR 75 lakhs - <INR 150 lakhs	9	107
≥ INR150 lakhs - <INR 500 lakhs	15	1004
≥INR 500 lakhs - <INR 1000 lakhs	10	583
≥INR 1000 lakhs - <INR 2000 lakhs	11	1346
≥INR 2000 lakhs - <INR 3500 lakhs	5	516
≥INR 3500 lakhs - <INR 7500 lakhs	10	3422
Above INR 7500 lakhs	4	2983



Participant Profile : Scope of Role

57% of the participating organisations from social sector have personnel working in urban region, while 51% organisations have personnel working in rural region. Also, 55% of the organisations have personnel working in both urban & rural regions.



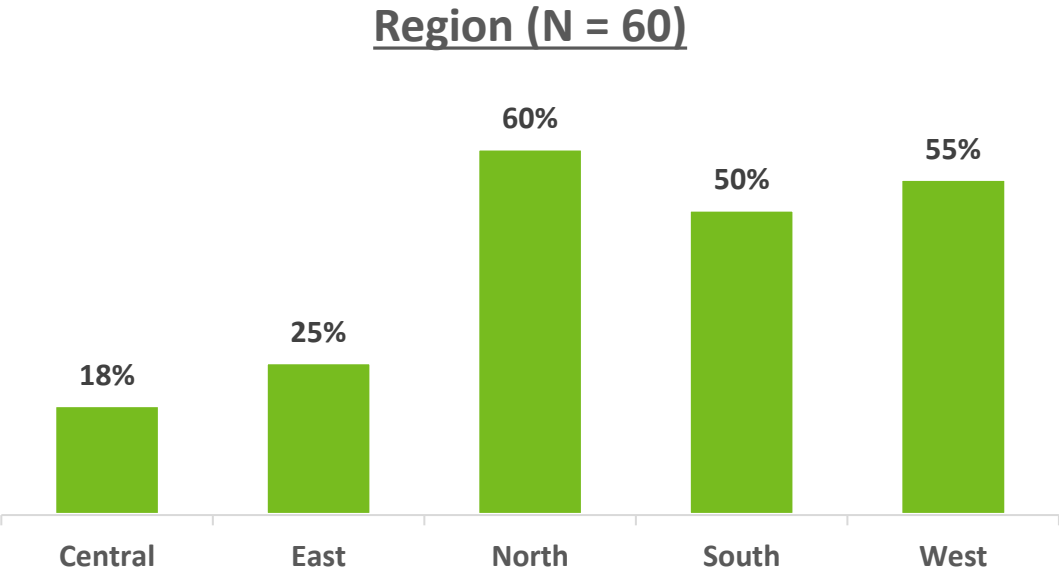
Note : 24 organisations have not shared data for scope of role.

As the personnel are either tagged to rural or urban based on their work operations, the sum of the bars will not add up to 100%.

Scope of Role	Number of Organisations	Number of Personnel
Overall Social Sector	75	10,251
Rural	26	4009
Urban	29	2123
Both Urban and Rural	28	628

Participant Profile : Region

60% of the participating organisations from social sector have their personnel working from North India, followed by 55% in West India, 50% in South India and 25% from East India. Only 18% of the organisations have their personnel working from Central India.



Note : 15 organisations have not shared data for region.

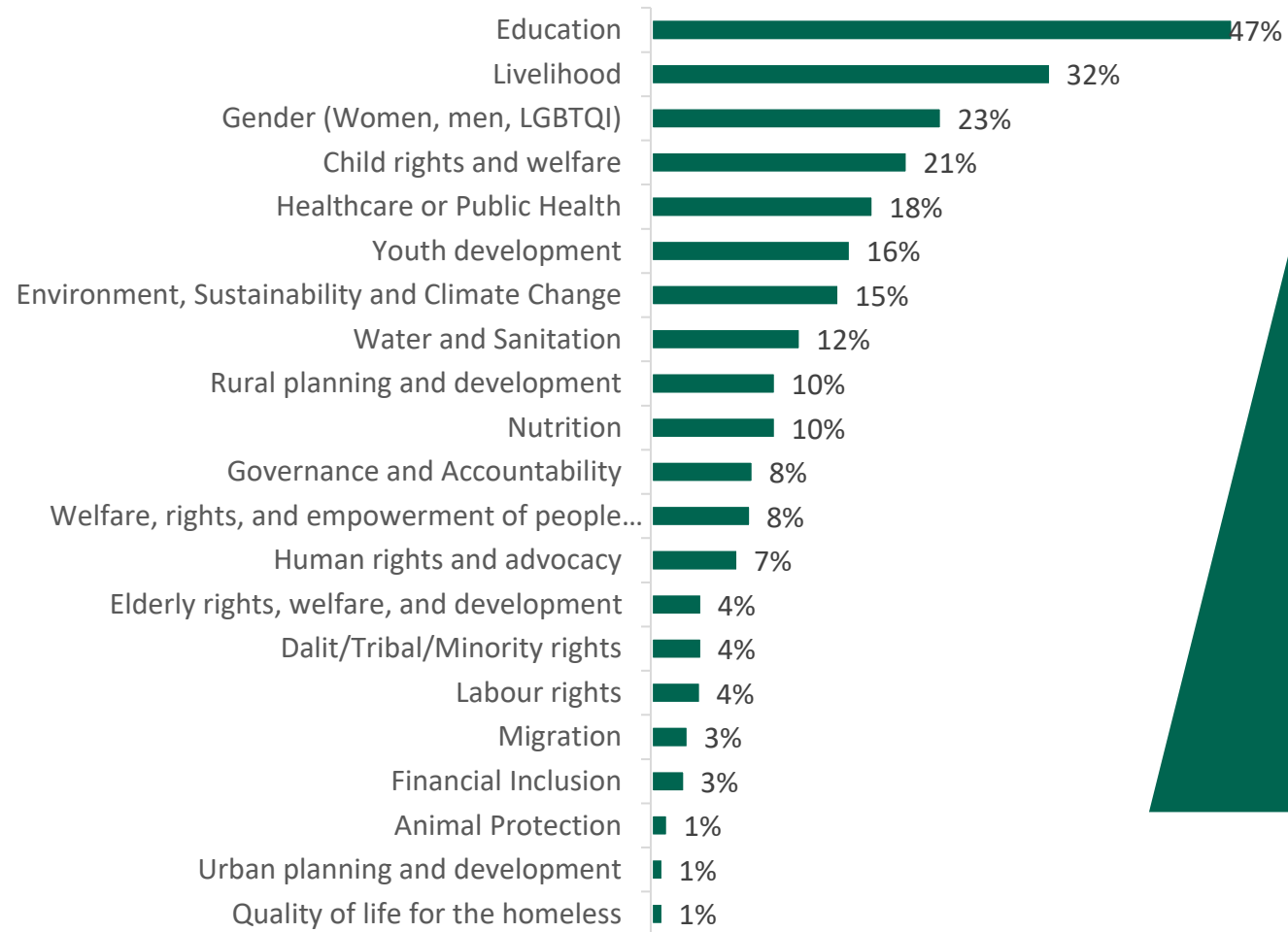
As each of the organisation has personnel working in different regions of India, the sum of the bars will not add up to 100%.



Region	Number of Organisations	Number of Personnel
Overall Social Sector	75	10,251
North	36	2,509
South	30	1,154
East	15	484
West	33	2,133
Central	11	82

Regional analysis is done basis personnel and not organisations and hence the number of organisations are not adding to 75.

Participant Profile : Thematic Area



Thematic Area (N = 73)

47% of the organisations work in the thematic area of Education, followed by 32% for Livelihood, 23% for Gender and 21% for Child Rights & Welfare.

Note : 2 organisations have not shared data for thematic area.

As the organisations are tagged to more than one thematic area, the sum of the bars will not add up to 100%.



Organisation and Personnel Headcount Profile

Thematic Areas

Thematic Areas	Number of Organisations	Number of Personnel
Animal Protection	1	156
Child rights and welfare	15	2156
Dalit/Tribal/Minority rights	3	99
Education	34	6348
Elderly rights, welfare, and development	3	82
Environment, Sustainability and Climate Change	11	591
Financial Inclusion	2	103
Gender (Women, men, LGBTQI)	17	1767
Governance and Accountability	6	1192
Healthcare or Public Health	13	3160
Human rights and advocacy	5	51
Labour rights	3	85
Livelihood	23	3485
Migration	2	118
Nutrition	7	966
Quality of life for the homeless	1	2
Rural planning and development	7	502
Urban planning and development	1	36
Water and Sanitation	9	773
Welfare, rights, and empowerment of people with disabilities	6	224
Youth development	12	1137

Note :Sum of the organisations will not be equal to 75 as one organisation works under more than one thematic area

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1<div class="container">
2  <div class="row">
3    <div class="col-md-8">
4      <h1>Hello, World!</h1>
5      <h2>This is a test</h2>
6    </div>
7    <div class="col-md-4">
8      <div class="card">
9        <div class="card-body">
10          <p>This is a test</p>
11        </div>
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16    <div class="col-md-8">
17      <h1>Hello, World!</h1>
18      <h2>This is a test</h2>
19    </div>
20    <div class="col-md-4">
21      <div class="card">
22        <div class="card-body">
23          <p>This is a test</p>
24        </div>
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Key Terminologies



What is Compensation Benchmarking?

Compensation benchmarking is the process of aggregating and comparing compensation for a particular position / role, specific experience level, skill and educational qualification with similar role in the market or peer companies.

What does compensation benchmarking mean for you as an organisation?

Getting compensation right enables you to attract, retain and motivate your personnel — and it is important to do so in the most cost-effective and efficient way possible.

Personnel rewards tend to be one of the biggest expenses for any organisation, so it is critical that you optimise the amount you spend: minimising overspend while not paying too little.

Source: Definitions formulated by Korn Ferry



Data Confidentiality Norms

- In order to provide accurate market information and preserve the confidentiality of individual participants in our survey, Korn Ferry reports data as per the below confidentiality norms.
- To report median salaries in this report, there must be data from a minimum of 4 organisations
- There are categories/archetypes (graphs and tables) in this report where certain levels and functions are not reported. That is because the minimum criterion to report data is not being met, i.e., there are 3 or less responses received

KF Data Confidentiality Rule	
Statistics Reported	Minimum No. of organisations Required
Median (MD)	4

Key Terminologies

KF Standard Definitions

Compensation Aggregates	Compensation Aggregates are defined as the sum of the components of pay that Korn Ferry uses to collect the data from the participating organisations for reporting purpose
Fixed cost to company	Fixed cost to company (FCTC) is the sum of Basic Salary, Allowances, Benefits and Retirals.
Total cost to company	Total cost to company (TCTC) is the sum of Basic Salary, Allowances, Benefits, Retirals & Variable Payments.
Support Staff (KF HRLs 8-14)	Individual contributors and associates handling processes, routine and day to day operations
Middle Management (KF HRLs 15-17)	Managerial personnel with people responsibility and management of different segments in functions / sub -functions
Senior Management (KF HRLs 18-19)	Sub -function heads reporting to Functional head directly
Leadership (KF HRLs 20-25)	CEO / Head of organisation, Functional heads reporting to CEO / Head of organisation



Key Terminologies

Standard Industry Definitions

Median	<ul style="list-style-type: none">The Median (50th percentile) is the middle number in a sorted (ascending or descending) data sample. It is the point above and below which half (50%) the observed data falls, and so represents the midpoint of the data.
Compa-ratio	<ul style="list-style-type: none">Compa-ratio compares the compensation of a personnel to the midpoint of the compensation range for their position or similar positions at other organisations. It reveals how far a personnel's pay is from the market midpoint.For example, the annual compensation of a personnel is INR 20,000 for his/her role, while the median compensation for a similar role in the market is INR 30,000. Here, the compa-ratio will be calculated as $(20000/30000)*100 = 67\%$. This implies that the personnel is getting 33% lesser compensation than the median compensation in the market for his/her role.
Average compa-ratio	<ul style="list-style-type: none">Average compa-ratio is calculated as an average of compa-ratio for each level in the analysis tables.For example, if average compa-ratio of social sector with GI is 98%, this means that compensation in social sector is 2% less than GI. Social sector here is the comparing component and GI is the benchmark. Using this, different analysis has been done in this report to draw insights about the social sector.



Key Terminologies

Industry Definitions

General Industry (GI)	General Industry (GI) in this study has been defined as the general India market covering the local corporates, MNCs and other organisations across industries like High Technology, Industrial Goods, Retail, Not for Profit, Fast Moving Consumer Goods, Oil and Gas, etc. Korn Ferry studied 786 organisations in GI in 2021 and data from that database has been used for different comparisons in this study.
Job Mapping	It is the process of understanding the internal hierarchy, functions, sub functions and responsibilities of each unique role in an organisation to map them to Korn Ferry framework to ensure an apple-to-apple comparison
Basic Salary	Basic salary is the base income of a personnel in an organisation. Every organisation pays a fixed amount of money to its personnel every month for the services organisations offer. Basic salary is the income that does not contain any type of allowances, bonus or deductions.
Allowances	Allowance is a guaranteed amount offered by the employer to its personnel to meet the required expenditures over and above the basic salary e.g., House rent allowance, leave travel allowance, meal allowance etc.
Benefits	Benefits are components/ non-monetary incentives that employers provide their workers on top of their salaries or wages. They are extra incentives that organisations provide over and above the fixed compensation to attract and retain their staff. In the compensation study, benefits are defined as health insurance, paid time off etc. Statutory benefits include provident fund, gratuity, National Pension System (NPS) / Superannuation.
Retirals	Retirals are long term benefits provided by organisation which are due at the time of their retirement e.g., provident fund, NPS, superannuation etc.
Variable Payments	The annual bonus or incentive paid (discretionary / non-discretionary) as a cash amount based on individual, unit or organisation performance reflecting a period of one year or less.

Key Terminologies

Industry Definitions

North Region	States covered in the study - Chandigarh, Delhi, Haryana, Punjab, Rajasthan, Uttarakhand & Uttar Pradesh
West Region	States covered in the study - Gujarat & Maharashtra
East Region	States covered in the study - Arunachal Pradesh, Assam, Bihar, Jharkhand, Odisha, West Bengal
South Region	States covered in the study - Andhra Pradesh, Karnataka, Kerala, Telangana & Tamil Nadu
Central Region	States covered in the study - Madhya Pradesh
Rural Scope of Role	Personnel have a rural scope of role when they are allocated and are working on projects/ programs/ assignments in the rural areas
Urban Scope of Role	Personnel have an urban scope of role when they are allocated/ are working on projects/ programs/ assignments in the urban areas
Both Rural Urban Scope of Role	Personnel have an urban and rural scope of role when they are allocated/ are working on projects/ programs/ assignments in the both urban and rural areas

Methodology



Compensation Benchmarking in the Indian Social Sector overview

Administration Period

- The study was commissioned by **Centre for Social Impact and Philanthropy (Ashoka University)** and **Indian School of Development Management (ISDM)** in association with **Korn Ferry Consulting India Private Limited**



Invited

- We reached out to **203 organisations** for data collection
- 75 organisations** submitted their compensation data



Scope

- Out of 75 social purpose organisations, **59** are from **NGOs & SEs**, **10** are **Ecosystem Support organisations** and **6** are **Funding organisations**



Mode of Data Collection

- Via an excel data collection template



Job Mapping Process

- Job Mapping exercise was conducted with each of the organisation to understand their roles and hierarchy and map them using the **KF job mapping process**. Refer to [Annexure 1](#) for more details.



Confidentiality

- N = responses from **minimum 4** organisations



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Function and Level Descriptions



Level Descriptions

Korn Ferry Hay Reference Level	Personnel Category	Description
21-25	Leadership	Performs practices requiring in depth specialisation in a professional field or a broad understanding of relationships between different fields. Both are gained through deep and broad experience built on concepts and principles. These jobs require the ability to select, develop and assess the suitability of techniques, not just the application of those techniques. Controls a major function in a large organisation or all functions in a small organisation. <u>Typical designations at this level are of Chief Executive Officer, Head Legal, Head –Strategy etc.</u>
20	Leadership	<p>At this level, the job typically manages similar functions (like Finance Head will manage accounting, tax , audit etc.) and coordinates relationships with other parts of the organisation over a one-year horizon with significant impact on tactical results. <u>Typical designations at this level are of Chief Financial Officer, Regional head etc.</u></p> <p>Role typically includes:</p> <ul style="list-style-type: none"> - A need for broad and deep knowledge in the field that requires a command of diverse practices and / or sophisticated concepts and principles. This knowledge is acquired through deep experience and most likely extensive academic / professional qualification - Integration of several functions and their coordination with related areas - Development of a functional strategy based on overall implementation strategy over a yearly or longer time horizon - Operations within the framework of annual goals and can independently define the ways to achieve these goals - May have direct and controlling impact on budget
19	Senior Management	<p>At this level, the job ensures management of a function in a mid sized organisation and development of functional policies for the whole organisation. <u>Typical designations at this level are of Director – donor relations, Director –Finance etc.</u></p> <p>Role typically includes:</p> <ul style="list-style-type: none"> - A need for broad and deep knowledge in the field that requires a command of diverse practices and / or sophisticated concepts and principles. This knowledge is acquired through very deep experience and extensive academic / professional qualification - Integration of several functions and their coordination with related areas - Operations based on a functional strategy and develops functional policies for the programme - Operations within the framework of annual goals and can independently define the ways to achieve these goals - May have direct impact on budget.

Level Descriptions

Korn Ferry Hay Reference Level	Personnel Category	Description
18	Senior Management	<p>The job has visibility of short team goals. Objectives are typically set, reviewed and monitored for a year. The job works within the established strategy. <u>Typical designations at this level are of deputy director- education, regional head etc.</u></p> <p>Role typically includes:</p> <ul style="list-style-type: none"> - A need for broad and deep knowledge in the field that requires a command of diverse practices and / or sophisticated concepts and principles. This knowledge is acquired through very deep experience and extensive academic / professional qualification - Integration of several functions and their coordination with related areas - Developing operating procedures for the organisation or its part drawing on organisational policies - Operations within the framework of annual goals with no intermediate control, however there is an approved operating plan for the job to achieve the set goals
17	Middle Management	<p>At this level, the job ensures the operational management of the small function / programme. The job at this level implements the functional policy through the development and realisation of the established operating plans. <u>Typical designations at this level are of deputy general manager – finance, Head – operations etc.</u></p> <p>Role typically includes:</p> <ul style="list-style-type: none"> - A need for theoretical understanding of the field and extensive practical experience - Knowledge of a technical or specialised area, based on the understanding of the theoretical principles, ideas and their context - Developing operating procedures for the organisation or its part drawing on organisational policies - Objectives are set for a year / specific period but controlled, reviewed and monitored frequently
16	Middle Management	<p>This could be the first level manager / leader role in a large complex organisation. The jobs at this level can assess the long-term consequences of taken decisions and are able to find new ways to resolve a problem. <u>Typical designations at this level are of fundraising manager, associate program lead, associate project manager etc.</u></p> <p>Role typically includes:</p> <ul style="list-style-type: none"> - A need for theoretical understanding of own field and extensive practical experience. Knowledge of a technical, scientific or specialised area, based on the understanding of the theoretical principles, ideas and their context - Optimisation of the existing procedures and develop and propose the new ones - Work allocation and review are most common activities at this level

Level Descriptions

Korn Ferry Hay Reference Level	Personnel Category	Description
15	Middle Management	<p>This role could be a supervisory role or a specialised individual contributor role. Extensive knowledge is expected at this level. The job is fully responsible for their or their team's work in a certain area. <u>Typical designations at this level are of assistant manager – corporate partnerships, program lead etc.</u></p> <p>Role typically includes:</p> <ul style="list-style-type: none"> - A need for theoretical understanding of own field and extensive practical experience. Knowledge of a technical, scientific or specialised area, based on the understanding of the theoretical principles, ideas and their context - Taking decisions independently based on procedures, choosing the best procedure or their combination for each work situation, cascading the procedures (give recommendations to junior personnel) - After goals are decided the assessment period or time duration of setting objectives for the team could span for 3 months or slightly more
14	Support Staff	<p>At this level, the jobholder works independently within the standard procedures and should be able to find a solution for a new task. <u>Typical designations at this level are of project assistant, conservation consultant etc.</u></p> <p>Role typically includes:</p> <ul style="list-style-type: none"> - A need for the job's theoretical understanding of the field combined with extensive practical experience - Independence in defining the best course of action - Operations within the framework of standard practices and policies with regular supervisory control (a month to three months) - An opportunity to seek assistance in defining the sequence of actions - Process management and understanding of the related processes. Work requires the consideration of future implications beyond the immediate problem and is not closely supervised. It is governed by standardised work routines that permit the use of initiative and jobs typically have an impact through the provision of specialised advisory, diagnostic or operational services.



Level Descriptions

Korn Ferry Hay Reference Level	Personnel Category	Description
13	Support Staff	<p>At this level, the jobholder works independently within the standard procedures and should understand the theoretical principles of own work area and have some work experience in the field. <u>Typical designations at this level are of assistant project coordinator, program coordinator, coordinator –M&E etc.</u></p> <p>Role typically includes:</p> <ul style="list-style-type: none"> - A need for the job's theoretical understanding of this field combined with some work experience - Independence in defining the best course of action - Operations within the framework of standard practices and policies with regular supervisory control (a week to a month) - An opportunity to seek assistance in defining the sequence of actions - Process management and understanding of the related processes. Work is not closely supervised and is governed by standardised work routines that permit the use of initiative, and typically has an impact through the provision of activities that require technical proficiency or through the provision of administrative support of a facilitative or interpretive nature.
12	Support Staff	<p>At this level, it can be an entry-level professional (complete higher education in the field with minimum work experience) or a jobholder without the higher education, but with extensive work experience. <u>Typical designations at this level are of account assistant, assistant teacher, project executive, research associate etc.</u></p> <p>Role typically includes:</p> <ul style="list-style-type: none"> - A need for theoretical understanding of the sphere combined with certain practical work experience or an extensive practical work experience with limited theoretical knowledge of the field but profound practical skill in the field and understanding of the related areas at a practical level - Work is not closely supervised and is governed by standardised work routines that permit the use of initiative. An opportunity to seek assistance in defining the sequence of actions - Process management and understanding of the related processes



Level Descriptions

Korn Ferry Hay Reference Level	Personnel Category	Description
11	Support Staff	<p>This level demands deep practical knowledge of work methods and techniques. This knowledge is typically acquired through specialised training and practical work experience. <u>Typical designations at this level are of care giver, community mobiliser, field coordinator etc.</u></p> <p>Role typically includes:</p> <ul style="list-style-type: none"> - A vocational college education and practical experience. It is important to have a wider understanding of the work area and related processes - Work is closely but not stringently supervised and governed by specific instructions that permit some rearrangement of the sequence of work and the use of some initiative - General understanding of the theoretical base in own sphere (may be required) - Process management and understanding of the related processes - Work is closely and regularly monitored
10	Support Staff	<p>At this level, knowledge is required for the application of practical methods, techniques and work processes and proficiency in the specialised use of tools, materials and equipment. <u>Typical designations at this level are of data administrator, data entry operator, clerk, technical assistant etc.</u></p> <p>Role typically includes:</p> <ul style="list-style-type: none"> - Specialised training to acquire practical work skills - Problem solving based on the detailed standard practices and guidelines - Work is closely but not stringently supervised & had independence in defining the re-arrangement of sequence of tasks, while guided by the clear instructions.



Level Descriptions

Korn Ferry Hay Reference Level	Personnel Category	Description
9	Support Staff	<p>This level demands an understanding of the whole process and practical knowledge of standard work operations, work processes, skills in using special tools and materials. Specialised training may be required. <u>Typical designations at this level are of house keeping, helpdesk operator etc.</u></p> <p>Role typically includes:</p> <ul style="list-style-type: none"> - An opportunity to define independently but very limited sequence of actions, but the work duties are clearly defined in the job description - Ensures process management and understanding of the related processes - Detailed standard practices and guidelines.
8	Support Staff	<p>Basic knowledge of standardised, often repetitive, work routines, general facts , acquired through training on the job. <u>Typical designations at this level are of driver, office assistant, field coordinator, etc.</u></p> <p>Role typically includes:</p> <ul style="list-style-type: none"> - A need to understand the sequence of actions - Work is closely but not stringently supervised and governed by specific instructions that permit scope for limited rearrangement of the sequence of work. - Focus on a task that is clear in its goal and scope.



Function Descriptions

Function Name	Function Definition	Sub Function Name	Sub Function Definition
Program & Content Development	Content development is the process of researching, writing, gathering, organising and editing information for publication or providing knowledgeable fillings to the users for specific program related	Content Design	Responsible for creating new content, piloting new ideas and creating training material for the programs. Reviewing and updating the program content as the program progresses. Creating content for social media, media, and other platforms to promote the programs, get sponsorship, donations or to simply spread awareness about the program and related activities.
		Project / Program Plan Design	Designs Project/Program plans basis conversations with different stakeholders. Ensures that appropriate planning processes, techniques and scheduling systems meet the projects needs. Oversees projects work breakdown structure, progress against planned activities and if needed ensures corrective action in collaboration with a Project Manager.
Social Service / Helpline	A telephone line operated by a charitable organisation / govt. for people in distress, worried or unhappy. It works with the mission to provide telephonic advice, information and guidance to empower and support them	Social Counsellor	Responsible for handling personnel in distress seeking support from social purpose organisations for various services offered like education, child disability, health and sanitation, women rights, LGBTQ right, etc.
		Coordinator	Responsible to ensures query resolution for calls answered, connecting the recipient to the concerned representative and take the request forward to provide support. Also maintaining smooth running of operations, proper turn around time on queries / requirements, training of help desk and team members to serve the public.



Function Descriptions

Function Name	Function Definition	Sub Function Name	Sub Function Definition
Logistics / Supply Chain	A processes of acquiring, storing and transporting of goods / resources along the chain	Warehousing	Responsible for the receipt, recording and disbursement of a wide variety of goods in the NGOs like books, stationery, medicines, clothes, food items, etc. Tracks, evaluates and reports inventory levels and accuracy. Works closely with social service representatives to ensure inventory levels are in line with program standards. Staffs, organises, and directs operations within a warehouse to effectively manage the movement of goods to different program locations.
		Delivery/Transportation	Delivery management is responsible to ensure goods / items are effectively and efficiently transferred / transported from one location to the other on time.
		Purchasing/Procurement	Responsible for the administration of supplies, involving the development of existing / new suppliers, administration of supply contracts, evaluations of quality of supply and services, aiming at maintaining the flow of materials, equipment and services necessary to the organisation activities. Conduct commercial visits in order to establish long-term partnerships. Contribute to the planning, analysing and consolidating the stock indicators and other information inherent in the process.



Function Descriptions

Function Name	Function Definition	Sub Function Name	Sub Function Definition
Project Management	Project Management relates to implementing the project activities as per the agreed terms with the donors. Project Management refers to an array of activities related to project implementation, managing the external risks, communication, resources and budget.	Project Governance	Project governance is an oversight function that is aligned with the organisation's governance model and encompasses the project life cycle. The system by which projects are directed and controlled. It is concerned with structure and processes for decision making, accountability, control and behaviour at the top of a project / entity.
		Capacity Building	A process of developing and strengthening the skills, instincts, abilities, processes and resources that organisations and communities need to survive, adapt, and thrive. The team enables organisations and their leaders to develop competencies and skills that can make them more effective and sustainable, thus increasing the potential for nonprofits to enrich lives and solve society's most intractable problems. The roles also includes partnering with communities with similar cause and facilitating peer to peer learning to involve a larger population to create awareness and help grow the mission.



Function Descriptions

Function Name	Function Definition	Sub Function Name	Sub Function Definition
Project Management	<p>Project Management relates to implementing the project activities as per the agreed terms with the donors. Project Management refers to an array of activities related to project implementation, managing the external risks, communication, resources and budget.</p> <p>Project Management relates to implementing the project activities as per the agreed terms with the donors. Project Management refers to an array of activities related to project implementation, managing the external risks, communication, resources and budget.</p>	Monitoring & Evaluation	<p>Monitoring is the systematic and routine collection of information from projects and programmes. It is a periodically recurring task already beginning in the planning stage of a project or programme. Monitoring allows results, processes and experiences to be documented and used as a basis to steer decision-making and learning processes.</p> <p>Monitoring is checking progress against plans. The data acquired through monitoring is used for evaluation.</p> <p>Evaluation is assessing, as systematically and objectively as possible, a completed project or programme (or a phase of an ongoing project or programme that has been completed).The evaluation process delves deeper into the relationships between the results of the project/programme, the effects produced by the project/programme and the overall impact of the project/programme.</p>
		Community Mobiliser	<p>Building the capacity of children, functions and community to collectively engage local leaders on identified issues.</p> <p>Conduct community mapping and profiling exercise to identify key stakeholders to partner with. Design and Facilitate the stakeholder engagement activities in line with the findings of the above exercise. Coordination with the relevant authorities to get permissions to organise event / session / workshop for communities to build awareness.</p> <p>Mobilisation of community to ensure minimum expected enrolments in the programs, conduct follow-ups on call or home visits to ensure regular attendance and to proactively address any issues that may prevent the same.</p>



Function Descriptions

Function Name	Function Definition	Sub Function Name	Sub Function Definition
Project Management	Project Management relates to implementing the project activities as per the agreed terms with the donors. Project Management refers to an array of activities related to project implementation, managing the external risks, communication, resources and budget.	Field Work	A field worker is someone who works outside of the office and travels to different locations. The role is required to increase the outreach in the assigned geography by increasing penetration, contact and recruitment of volunteers to drive organisations programs and initiatives. Create pipeline and data base ready for the program to achieve the goal smoothly for expected enrolments in the programs. Conduct follow-ups on call or home visits to ensure regular attendance in the program and to proactively address any issues that may prevent the same. Monitoring of activities and handholding change leaders through the implementation of the program. Maintain documentation on the program to be inputs into the monitoring and evaluation system.
	Project Management relates to implementing the project activities as per the agreed terms with the donors. Project Management refers to an array of activities related to project implementation, managing the external risks, communication, resources and budget.	Project Coordinator	Oversee the implementation of the program; day-to-day coordination of program, logistics, and administration functions as directed by the program team. Coordinate and monitor all ongoing projects interventions, ensuring appropriate planning tools are developed and followed in discussion with the program team. Anticipate changing needs and emergencies in the field and Provide Immediate Information and recommendations to the program team for budget realignments as required. Coordinate training increase their responsibilities in order to build capacity and ensure sustainability of project. Maintain frequent communication with the program team, technical team and finance about the activities and objectives are followed. Interface with local administration / government and relevant agencies to ensure compliance with varying government regulations. Take an active part in community mobilisation for the outreach program.



Function Descriptions

Function Name	Function Definition	Sub Function Name	Sub Function Definition
Fundraising	Fundraising is the process of seeking and gathering voluntary financial contributions by engaging individuals, corporations, charitable foundations, donors or governmental agencies.	Proposal Writing	Assist in developing partnership proposals. Creating documents that tell compelling stories about organisation impact and outcomes in their respective area of work, incorporating partner feedback and meeting client requirements.
		Managing Events	The team coordinates all activity related to event (corporate sponsor activities, presenting sponsor opportunities, etc.). Networks with all relevant groups to maximise efforts and leverage relationship on behalf of organisation. Serves as on-site coordinator, manages all planning and logistics meetings with presenting event sponsor.
		Donor Management	They are central resource point of organisation for outreach to Corporates and Individuals and support the organisation in building fund-raising capacity of Corporate Fundraising Team. Building new relationships and strengthen existing relationships with key donors. Donor servicing and reporting on a regular basis to ensure retention and proper management of corporate and individual donors.
		Resource Mobilisation	Resource mobilisation is actually a process of raising different types of support for your organisation. As said above, it can include both cash and in-kind support i.e. books, items, clothes, etc. Oversight of overall donor experience which includes scaling and improving operational processes, donor servicing and digitisation. Donor CRM implementation and change management, Managing Payment Gateways and optimising payment options.



Function Descriptions

Function Name	Function Definition	Sub Function Name	Sub Function Definition
Research	The creation of new knowledge and / or the use of existing knowledge in a new and creative way so as to generate new concepts, methodologies and understandings.	Data Entry	Data Entry is an operational activity that is not specific to any particular vertical or function and it involves capturing the data of the required activities in a format that can be further used for analysis.
		Analysis	Analysis involves drawing insights and inferences basis the data captured through research. It is the process of reviewing the development, work environment, personnel, and operation of an organisation.
		Primary & Secondary Research	Primary research is information gathered through self-conducted research methods like student thesis, market research and first-person accounts of trauma survivors, while secondary research is information gathered from previously conducted studies like newspapers, books, academic journals and magazines.
		Advocacy	An advocacy effort or campaign is a structured and sequenced plan of action with the purpose to start, direct or prevent a specific policy change. The team negotiates and mediate dialogue with influential networks, opinion leaders and ultimately, decision makers take ownership of your ideas, evidence, and proposals and subsequently act upon them. The team involves in extensive research studies to introduce new policies supporting the case and advocating for the same to create awareness.



Function Descriptions

Function Name	Function Definition	Sub Function Name	Sub Function Definition
Marketing & Communication	Marketing & Communication refers to activities and strategies that spread the message of the organisation, as well as solicit donations and call for volunteers. It also involves the creation of logos, slogans, and the development of a media campaign to expose the organisation to an outside audience. Helps in sharing information, tell stories, protect the brand's reputation, and engage in conversations both internal and external that inspire others to join their organisation in fulfilling its mission.	Report Writing	Interact and communicate with donor about the project status / success and other marketing initiatives. Support fundraising teams with progress reports, presentations within defined timelines. Responsible for project monitoring and evaluation reporting.
		Internal Communication	Communicating with internal stakeholders share an internal newsletter to update them with information and success stories that can be used to inspire an external audience, for fundraising or highlight areas where funding may be needed. Briefing the senior management provide regular highlights and updates including the board content sourcing, vetting, verification etc. Responsible for drafting, editing and timely release of Annual Report. Coordinate updating of relevant content such as blogs, newsletters etc. on the website, provide inspiring content for social channels to help attract and engage followers.



Function Descriptions

Function Name	Function Definition	Sub Function Name	Sub Function Definition
Marketing & Communication	Marketing & Communication refers to activities and strategies that spread the message of the organisation, as well as solicit donations and call for volunteers. It also involves the creation of logos, slogans, and the development of a media campaign to expose the organisation to an outside audience. Helps in sharing information, tell stories, protect the brand's reputation, and engage in conversations both internal and external that inspire others to join their organisation in fulfilling its mission.	External Communication	Working with external stakeholders for PR, events and partners with internal teams to create the overall brand and Communications strategies for the organisation. The team is also responsible for creating content, scripting and filming of videos that are made for promotions for all organisation requirements that include PR, talent recruitment, donor communication and internal meetings, retreats and training programs. Work with other teams in the organisation to ensure that the Communications team is abreast of the latest updates that could be relevant to Communications strategies and projects.
		Social Media Management	Manage day to day social posting and responsible for planning and creating campaigns. Administer the social media accounts and responsible for creating original text and video content, managing posts and responding to followers. Conceptualising campaigns for projects and initiatives through content on various social media platforms. Managing official handles on platforms like Facebook, Instagram, LinkedIn, Twitter, understanding of trending topics in digital media and education. Devising and implementing social media campaigns to increase impact and reach of the Foundation's Programmes and initiatives.



Function Descriptions

Function Name	Function Definition	Sub Function Name	Sub Function Definition
General Management	Management is responsible for all aspects of an organisation as well as ensuring that activities are being properly funded. Nonprofit managers are also obligated to deliver the best results possible and have the support staff necessary to ensure success.	Leadership 2	Responsible for the overall direction in which the organisation moves, and responsible for managing day-to-day activities of the organisation. A member of board overseeing organisation's overall operations. Creating a good transparent image, building trust with its partners and stakeholders, and also part of public relations and fund-raising activities.
		Leadership 1	Chairs the Board of Directors, reviews organisation strategy and represents the organisation to the stakeholders and Government. The individual is accountable only to Board of Directors.
		Governance	Responsible for overall organisation planning, directs, and oversees functional activities. Also defines short, medium and long-term strategies, directives and policies, seeking to increase the organisation growth. Developing new strategies, new donors / partnerships.
		Financial Budgeting	Senior finance executive manages and coordinates organisation financial function across sub-functions such as accounting, cost management, budgeting, finance, audit, credit, collections, and tax to meet organisation operational requirements. This is the top finance position as governed by policies and frameworks established by the organisation.
		Strategy Planning	As a head responsible for the organisation's strategy development and execution. Develops and implements a strategy that delivers competitive advantage and progress on the organisation's strategic objectives. Participates in and supports vision and strategy development and decision making for the whole organisation.



Function Descriptions

Function Name	Function Definition	Sub Function Name	Sub Function Definition
Education	Education is the imparting and acquiring of knowledge through teaching and learning. It refers to the development of learning and thinking process. It goes beyond the four walls of the classroom and is all about gaining experience.	Principal	A principal is “a chief or head, particularly of a school”. In any school, elementary, middle, or high, the highest position in the administration is the school principal.
		Teacher	A teacher (also called a schoolteacher or, in some contexts, an educator) is a person who helps students to acquire knowledge, competence or virtue.
		Doctor	A physician, a person who holds a doctoral degree or someone who is qualified in medicine and treats people who are ill.
		Therapist	A therapist refers to professionals who are trained to provide treatment and rehabilitation. The term is often applied to psychologists, but it can include others who provide a variety of services, including social workers, counsellors, life coaches, and many others.
		counsellor	Counselling can heal the wounds of the past. They play a critical role in the lives of victims of trauma by offering them a secure, judgment-free and confidential environment which helps them to heal, grow and thrive.



Function Descriptions

Function Name	Function Definition	Sub Function Name	Sub Function Definition
Administration/ Support/Service	Administration & Support service are ancillary or noncore activities that an organisation carries out in order to facilitate its main programs and functions.	Kitchen	Managing overall kitchen operations, keeping track of food article inventories and providing cooked meals.
		Clerical Services	Perform clerical duties such as document processing, record keeping, and report compilation. Receive, classify, reconcile, consolidate, and/or summarise documents and information. Maintain record of documents processed and control to assure completion. Compile regular and special reports, drawing data from a variety of sources within and outside of the department. Contact customers, suppliers or organisation personnel outside the immediate work area to exchange information. At more senior levels, supervise and coordinate the work of other clerks.
		Secretarial	Perform a variety of administrative and secretarial tasks aimed to optimise the time and performance of a manager or personnel of a department; higher level roles will work for higher level managers or departments. Tasks may involve acting as a first point of contact, dealing with correspondence and phone calls, managing diaries, organising meetings and appointments, preparing documents or reports, and controlling access to the manager or the department. May involve dealing with confidential information. May assign and oversee work of others.
		Support Service	Secure premises, conduct security patrols, monitor surveillance equipment, inspect buildings, equipment, and access points. Also, may include operating a telephone switchboard, greeting visitors, and determining the nature of visitors' social.
		Documentation/Knowledge Management	Develops, organises and maintains library collections and provides advisory services for users.



Function Descriptions

Function Name	Function Definition	Sub Function Name	Sub Function Definition
Finance and Accounting	Finance and Accounting is the field of accounting concerned with the summary, analysis and reporting of financial transactions related to an organisation. This involves the preparation of financial statements available for internal or public use.	Accounting	<p>Performs professional accounting work involving compilation, consolidation, and analysis of financial data. May include any or all of the following: ledgers and preparation of journal entries, fixed asset or inventory accounting, preparation of trial balance or financial statements, cost accounting, bank account reconciliation.</p> <p>Performs general or cost accounting activities requiring some insight and depth of understanding.</p> <p>May prepare or significantly contribute to preparation of a variety of reasonably standard, periodic "intermediate" or "end products," such as cost reports, trial balances, balance sheets, profit-and-loss statements or statements of sourcing and application of funds.</p>
		Audit	Performs complex financial and/or management audits in designated areas of the organisation to identify, resolve, and/or recommend solutions to management control problems. May serve as the project leader on standard audits, the senior member of large-scale audits or conduct complex audits independently.
		Taxation	Provides general assistance to taxation specialists in tasks with relatively few complex features, for which there are precedents. May assist in supervising a small team responsible for the provision of tax research for management. Typically, a partially qualified or newly qualified tax specialist.
		Financial Planning and Analysis	Assists in preparing economic / financial research and analysis for use in the development of organisation strategies and tactics. Works under direct supervision on routine but productive assignments. Quantifies the financial impact of the opportunity or issue involved, including likely returns on investments or payback period for proposed capital expenditures, new products or other investments.



Function Descriptions

Function Name	Function Definition	Sub Function Name	Sub Function Definition
Human Resources	Human Resource is a department that involves in employing personnel, training them, compensating them, developing policies related to them and strategies to retain them.	HR Generalists	Provide a variety of services necessary for the recruitment, selection, assignment, motivation, training, and development of qualified personnel for an organisation. Span more than one area of functional specialisation within the human resources function, such as compensation, benefits, labor relations, etc. Ensure adaptation and implementation of broader policies, regulations, plans, and programs to meet accepted objectives.
		Learning and Development	Provides overall guidance to training and development activities throughout the organisation. Diagnoses organisational needs, recommends the appropriate mix and emphasis to improve organisational effectiveness, and implements the agreed plan. Oversees design and presentation of programs.
		Recruitment and Talent Acquisition	Manage recruiting workflow and serves as advisor to the candidate, build and extend relationships through excellence in recruitment process delivery including sourcing, screening, assessing, and marketing role to candidates. Manage offer process and play consultative role between Hiring Manager. Serve as the subject matter expert around applicant tracking systems, candidate sourcing methodologies and recruitment process effectiveness.



Function Descriptions

Function Name	Function Definition	Sub Function Name	Sub Function Definition
Engineering	Engineering is the use of scientific principles to design and build machines, structures, and other items, including bridges, tunnels, roads, vehicles, and buildings	Interdisciplinary Engineering	Make decisions and recommendations recognised as authoritative and develop the most suitable and economically viable construction, engineering methods, and strategies for all planning activities for projects by working closely with site managers and other engineers to ensure a project runs on schedule and material supplies are sufficient. Demonstrate creativity, foresight, and mature engineering judgment in anticipating and solving unprecedented engineering problems, determining program objectives and requirements performing feasibility studies, organising programs and projects, and developing standards and guides for diverse engineering activities.
Health and Environment	Environmental health refers to aspects of human health (including quality of life) that are determined by physical, chemical, biological and social factors	Health and Safety	Provides emergency medical treatment to personnel and advice on health issues. Overall standards and guidance are provided by a physician. This is the technical mid-level of professional nurse and may be the only healthcare professional who is a regular personnel at the location.



Function Descriptions

Function Name	Function Definition	Sub Function Name	Sub Function Definition
Information Technology/Digital	Information technology is the use of computers to create, process, store, retrieve, and exchange all kinds of data and information.	Software Development and Implementation	Responsible for designing, creating, and maintaining mobile applications to meet organisation outcomes and improves efficiency and productivity by leveraging technology. Also producing web pages and associated applications to meet organisation needs.
Legal	A department or a person nominated in the organisation to provide legal support to the members of the Group.	Legal Counsel	Prepares, provides and reviews legal documentation in specific areas e.g., conveyancing, contracts etc. Also provides legal advice and assistance to other departments regarding these matters. Analyzes and interprets documents other than legal.
Quality Assurance	QA is about improving services, systems and processes, to making sure that the whole organisation is fit and effective.	Quality Assurance	Supervises activities related to quality including planning and implementation of the organisation quality management program. Plans and establishes schedules and reviews performance of team members against objectives. Recommends new quality policies or procedures to ensure high quality products, processes or services.



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Results - Pay Mix



What is Pay Mix?

Pay Mix is defined as the ratio of salary components like Basic Salary, Allowances, Benefits and Variable Pay to total cost to the company. It's represented as a percentage split of total cost to company (TCTC), with the first number representing basic salary, the second the allowances, the third the benefits and the fourth the variable pay.

A typical Indian compensation structure includes 12 months' **basic salary**, **allowances** like Housing Rent Allowance, Conveyance Allowance, Meal Allowance, etc., **benefits** like insurance, retirals (provident fund, gratuity, etc), and **variable pay** like performance bonus.

In this section, you will see the pay mix for overall social sector and breakdown for each category (type of organisation) and archetype, compared with GI



Pay Mix

Illustration

As an illustration, if a personnel's total cost to company is INR 100, pay mix shows how much percentage of it comprises of various components such as **Basic salary, allowances, benefits, and short-term incentives**.

Below is an illustration of a pay mix of a personnel with an annual total cost to company of **INR 100**

Component of pay	Amount	Percentage of the Total Cost to Company
Basic Salary (a)	INR 50	$a/e = 50\%$
Total allowances (b)	INR 20	$b/e = 20\%$
Benefits (c)	INR 20	$c/e = 20\%$
Variable pay (d)	INR 10	$d/e = 10\%$
Total cost to company (e) = a + b + c + d)	INR 100	



Insights on Pay Mix

When compared to the overall GI, there is a clear absence of variable pay across all HRLs except level 23 in overall social sector (dominated by NGOs & SEs & Funding Organisations).

Also, further within funding organisations, variable pay is prevalent across KF HRLs (12,16,17,19,20).

The pay mix of NGOs and SEs resonates with that of the overall Social Sector . Presence of benefits is also not very significant (10% of TCTC) in the total compensation across social sector.

While there is a prevalence of variable payments in the funding organisations, the pay mix is heavy on allowances and slightly low on benefits and basic pay as compared to the overall social sector.

Ecosystem support organisations have broadly a similar pay mix across all levels with only the percentage of allowances increasing marginally as one moves up the KF HRL.

Across NGO Complex and Professionally Managed organisations, we have observed an almost equal split between the percentage of basic salary and allowances (40%-45%) on an average, with only 10% benefits provided across all KF HRLs.

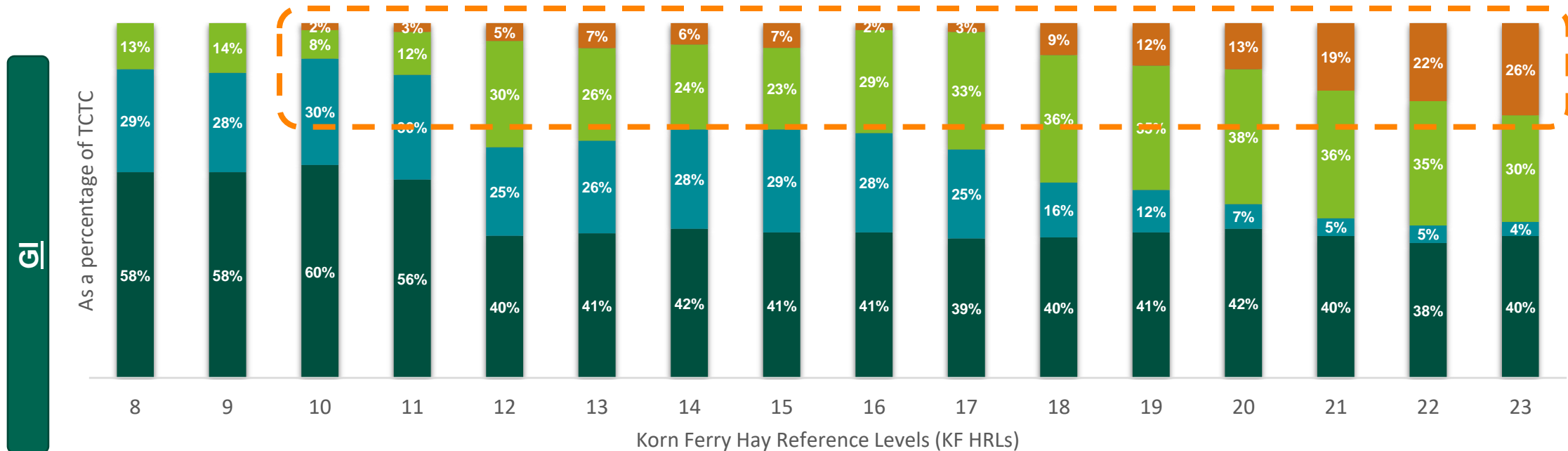
Across NGO Simple Adhoc organisations, except for KF HRL 13 & 14, the pay mix is dominated by basic salary.



Pay Mix

General Industry

- In GI, variable pay is provided in the form of **performance bonus** or **sales incentives (for sales personnel)**, which increases as you move up the Korn Ferry Hay Reference Levels (KF HRLs)
- From KF HRL 12 onwards, the **basic salary % remains consistent** (approx. 40%) across levels
- There is a consistent **decline in the allowances** offered as we move up the KF HRL levels. This is due to the fact that the **senior & top management** is offered compensation that is heavy on **benefits such as provident fund, car** and so on.



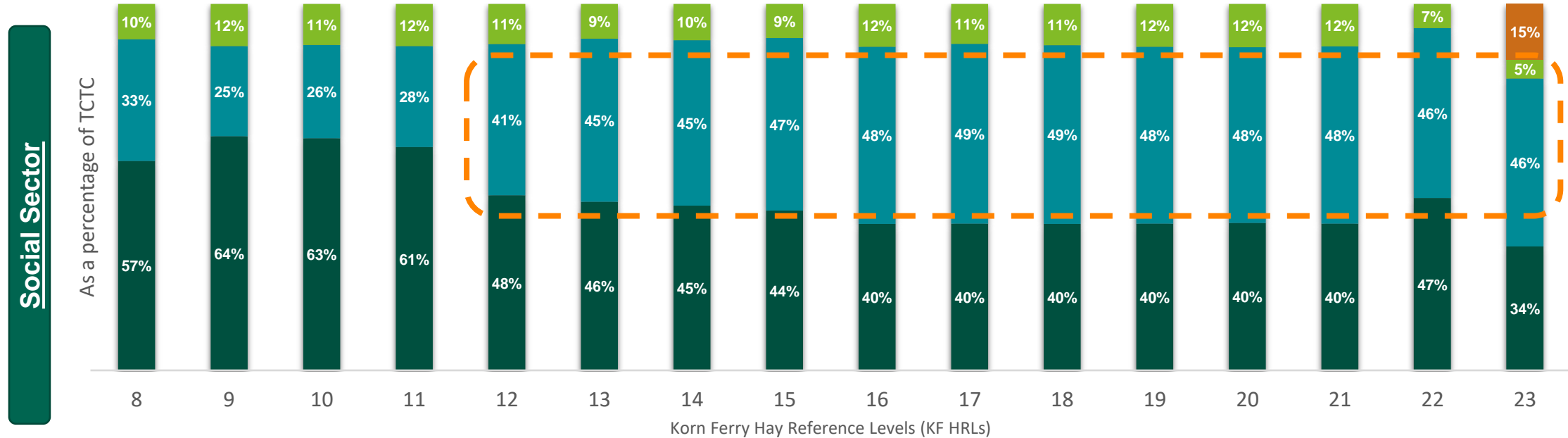
No of Org.	245	279	312	427	624	616	635	647	608	554	533	470	372	230	137	101
No of Per.	7,132	34,349	64,956	85,018	2,11,231	2,13,680	1,36,664	1,40,470	77,342	51,649	26,356	10,581	3,746	1,524	569	311

■ Basic Salary % ■ Allowances % ■ Benefits % ■ Variable pay %

Pay Mix

Overall Social sector

- When compared to the overall GI, there is a clear **absence of Variable pay** across all levels of management. It is only prevalent on **KF HRL 23** for NGOs & SEs and Funding organisations.
- Starting from KF HRL 12 onwards, the component of Basic salary remains broadly the same (ranging from 41% to 49% of TCTC). This is in line with what is observed in GI
- While the allowances are consistent across all levels of management (approx. 40-50%), the **benefits offered to personnel are not significant (around 10% of TCTC)**



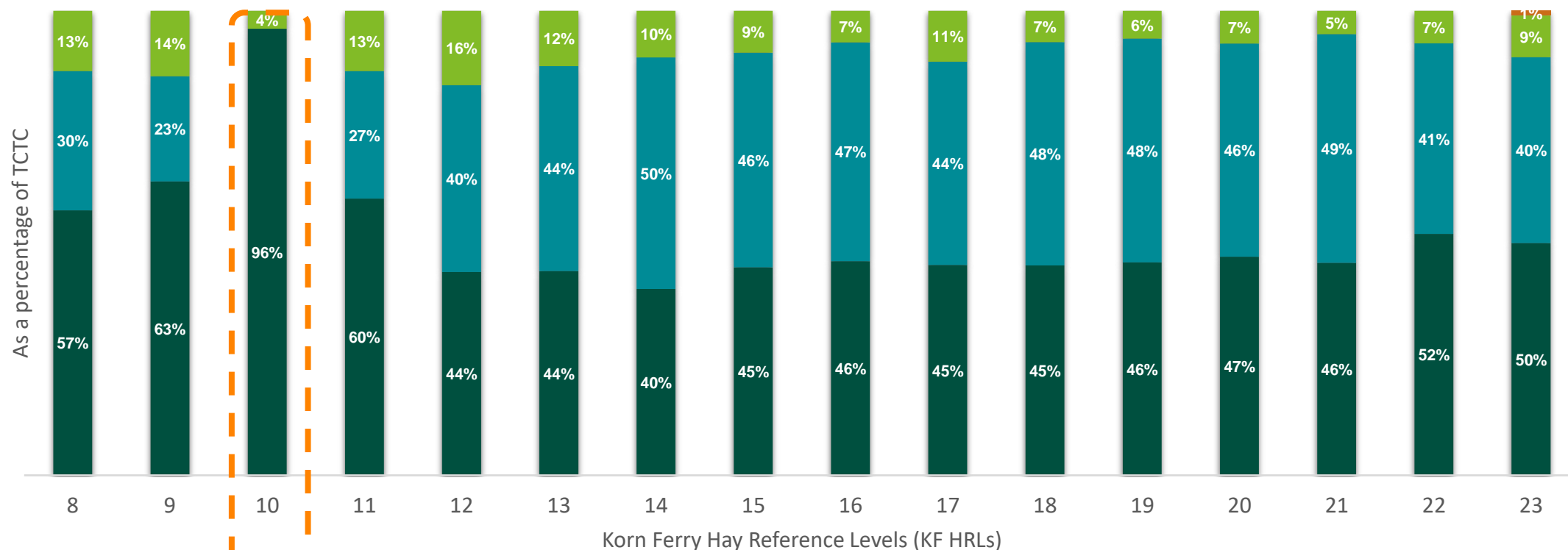
No of Org.	14	17	24	31	66	59	56	52	50	41	35	35	32	14	11	7
No of Per.	75	131	823	565	4032	1509	1245	749	389	308	175	116	78	29	15	12

■ Basic Salary % ■ Allowances % ■ Benefits % ■ Variable pay %

Pay Mix

NGOs & SEs

The remuneration mix of NGOs and SEs is broadly similar to the overall Social Sector at all levels, except at **KF HRL 10** where its mainly dominated by the **Basic salary (96%)** and **benefits (4%)**



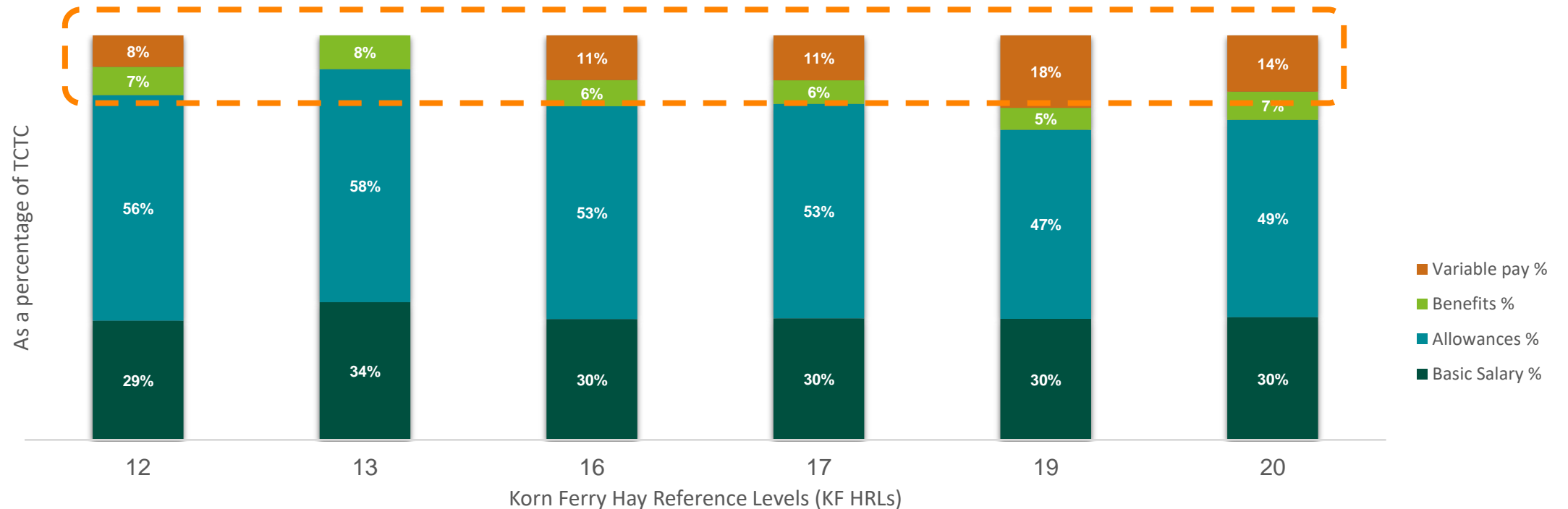
No of Org.	14	17	22	28	55	48	46	43	38	32	27	26	24	11	9	5
No of Per.	75	131	819	560	3932	1447	1118	634	250	183	101	65	48	23	9	5

■ Basic Salary % ■ Allowances % ■ Benefits % ■ Variable pay %

Pay Mix

Funding organisations

- **Variable pay (short-term incentive)** is prevalent in funding organisations across all KF HRLs except at KF HRL 13
- Pay Mix has a higher proportion of allowances, while the benefits and basic pay is slightly low as compared to overall social sector

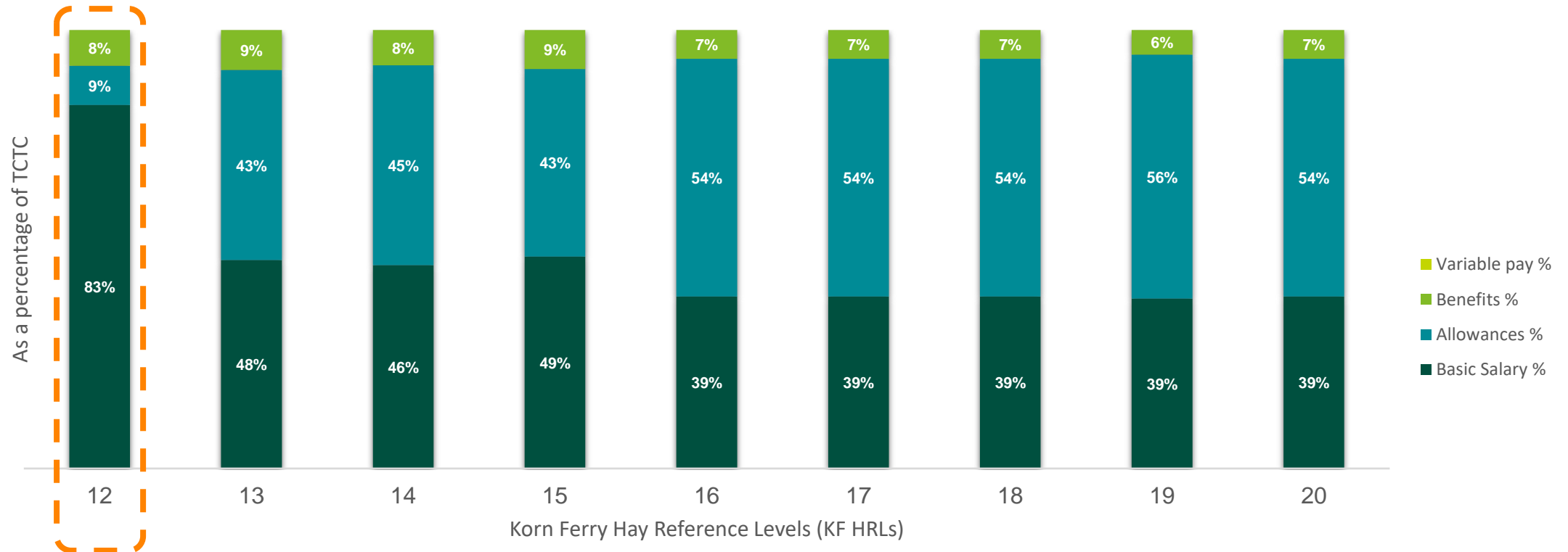


No of Org.	4	4	5	4	4	4
No of Per.	26	21	102	77	41	8

Pay Mix

Ecosystem support organisations

- Except at **KF HRL 12**, ecosystem support organisations have a **similar remuneration mix** across all levels
- It is observed that the percentage of allowances are increasing when one moves up the KF HRL

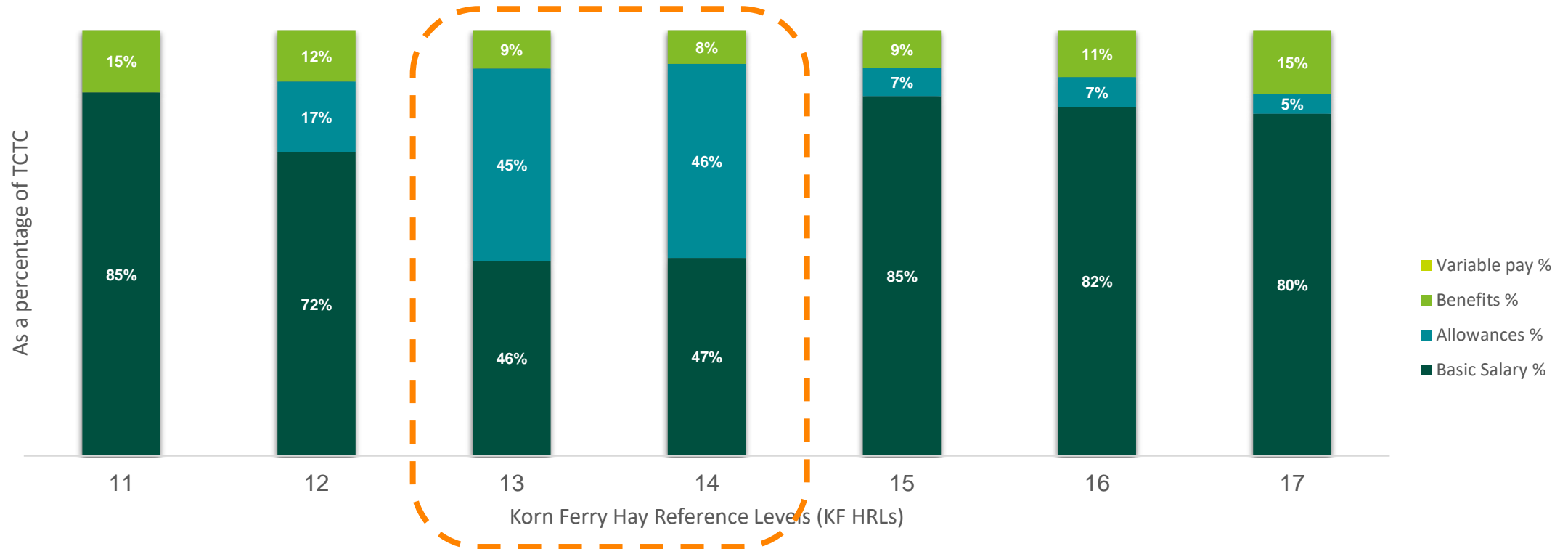


No of Org.	7	7	7	7	7	5	6	5	4
No of Per.	74	41	70	37	37	48	39	10	22

Pay Mix

NGO Simple Adhoc organisations

KF HRL 13 and 14 in NGO Simple Adhoc organisations are **heavy on allowances** that are provided to personnel. For the remaining levels, the **Basic salary** dominates the total compensation

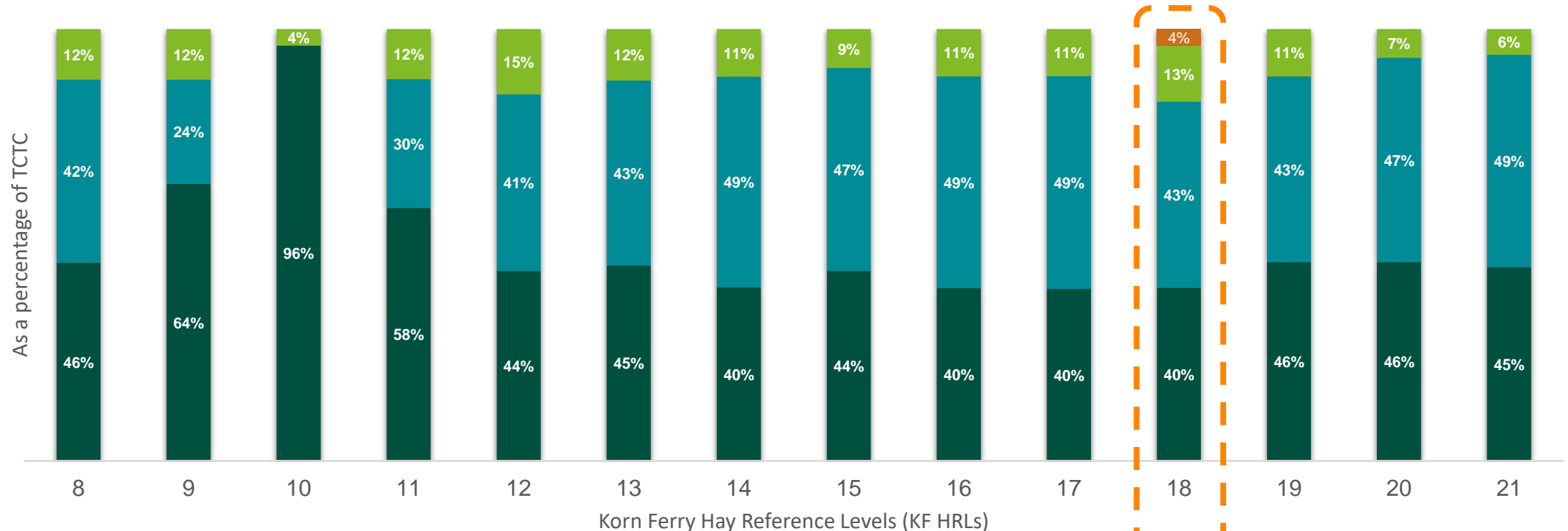


No of Org.	4	8	5	4	5	5	4
No of Per.	7	72	30	22	15	14	6

Pay Mix

NGO Complex Adhoc organisations

- The prevalence of **variable pay** can only be seen at **KF HRL 18**. Additionally, KF HRL 10 is an anomaly that does not offer any allowances.
- At all other levels, basic salary is observed at around 40-45%, allowance are 45% and benefits are 10% of total compensation

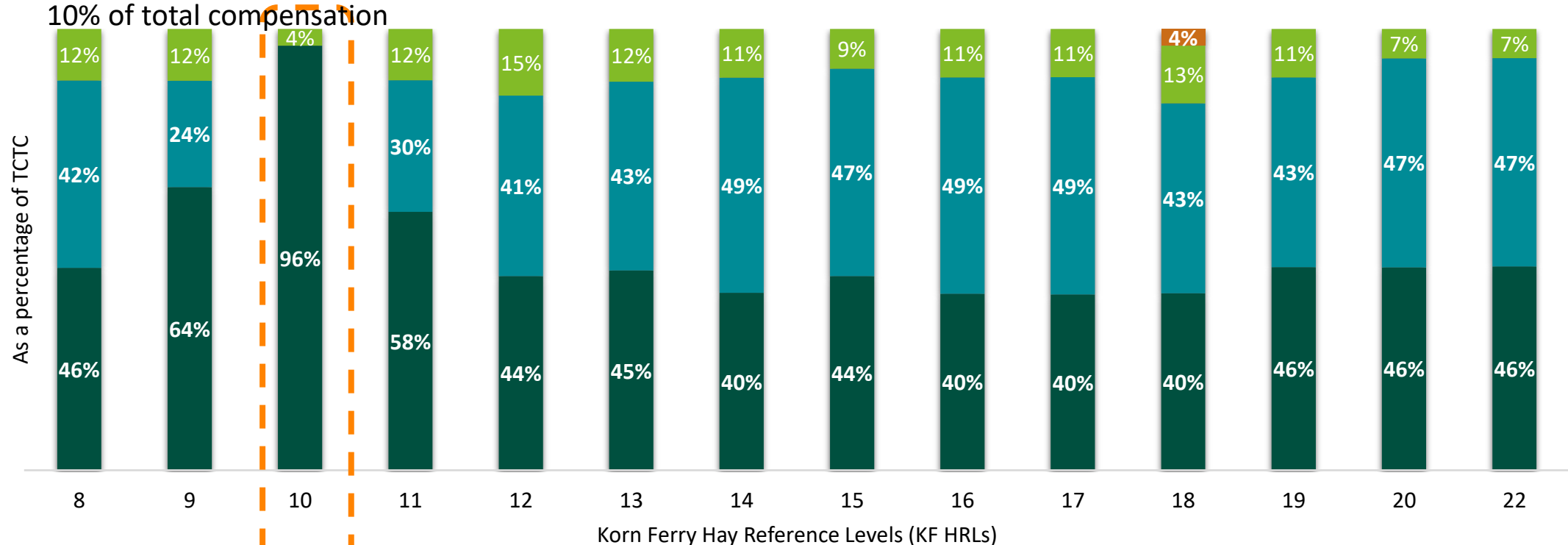


No of Org.	7	8	10	12	26	26	23	19	20	14	13	12	13	7
No of Per.	20	89	199	355	2171	954	830	333	142	59	65	24	30	13

Pay Mix

NGO Complex Professionally Managed organisations

- KF HRL 10 is an anomaly that doesn't offer any allowances and KF HRL 18 is also an exception as it has variable pay in the pay mix.
- At all other levels, basic salary is observed at around 40-45%, allowance are 45% (except for levels 9 and 11) and benefits are 10% of total compensation



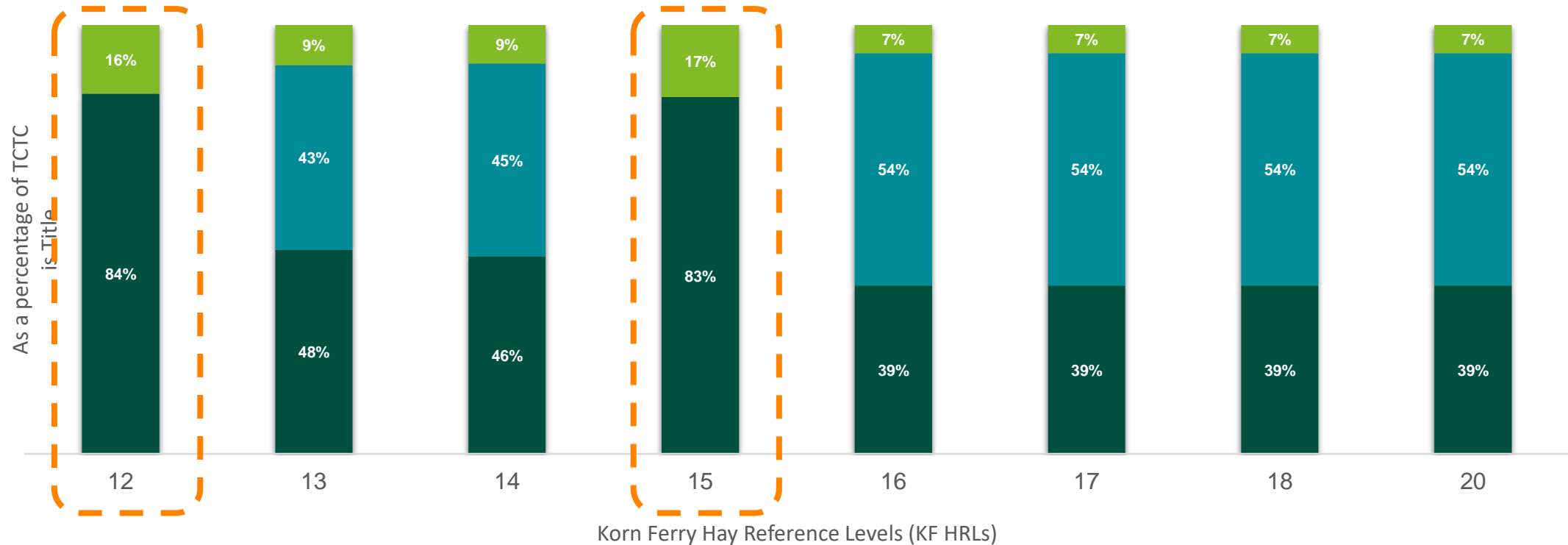
No of Org.	4	7	9	10	17	14	16	16	11	12	11	9	6	4
No of Per.	47	38	611	192	1322	296	240	249	73	96	33	17	11	4

■ Basic Salary % ■ Allowances % ■ Benefits % ■ Variable pay %

Pay Mix

ESO Complex organisations

- There are no allowances provided to personnel at **KF HRL 12 and KF HRL 15** in ESO Complex organisations



No of Org.	5	6	6	5	6	5	5	4
No of Per.	54	39	68	29	35	48	38	22

■ Basic Salary % ■ Allowances % ■ Benefits % ■ Variable pay %

A laptop sits on a desk, its screen showing CSS code. A large, semi-transparent green rectangle is overlaid on the left side of the image. In the bottom right corner, a dark green box contains white text. The background shows a desk with a keyboard, a mouse, and some papers.

Compensation Levels: Overall Social Sector Positioning



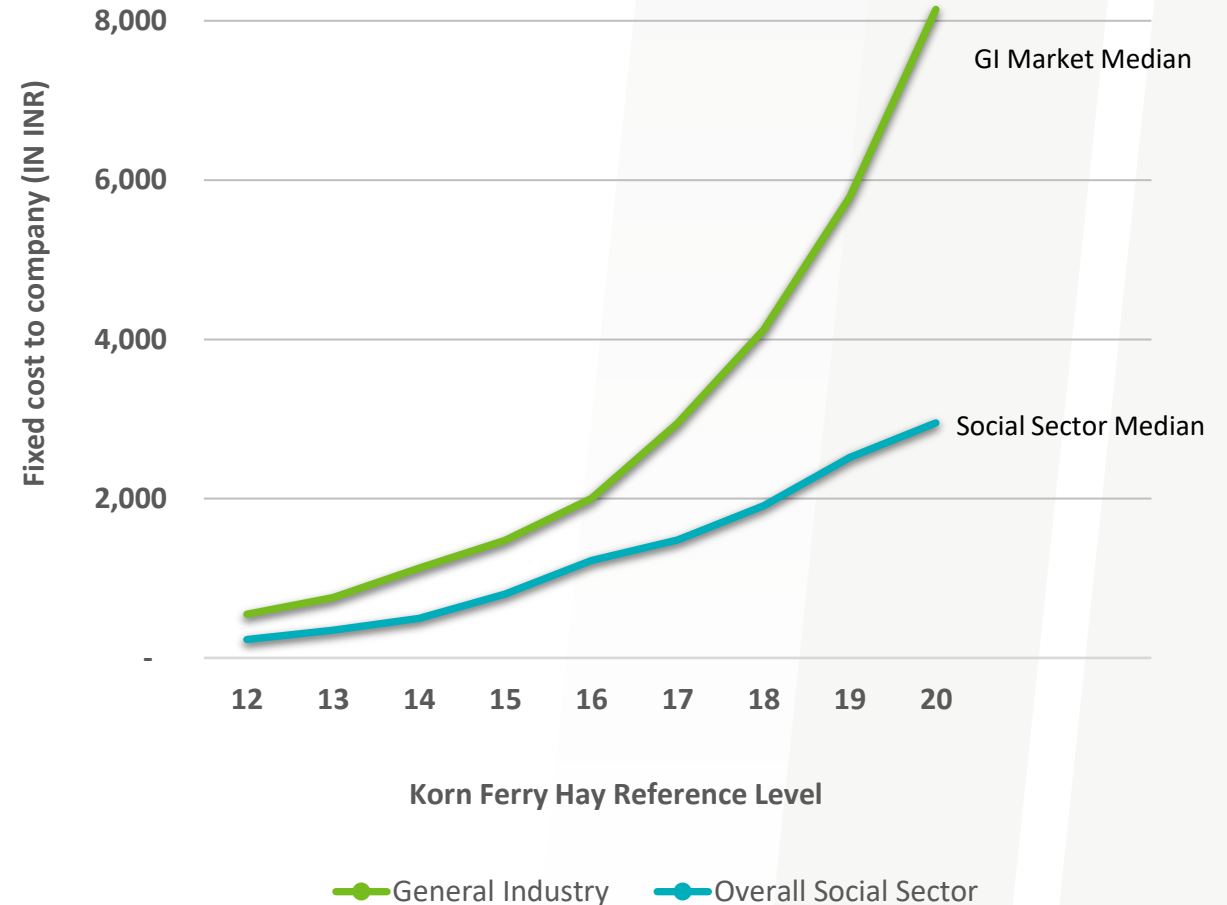
What is Overall Positioning?

- **Overall Positioning** is positioning of the social sector against the GI market as well as positioning of a certain category or archetype against the overall social sector. The positioning compares the compensation in different markets/ types of SPOs.
- In this section, you will see how overall social purpose organisations are positioned against the GI in India in terms of how they pay their personnel.
- We shall also see how **different categories** (types of organisations) **are being positioned against the and GI and different benchmarks within social sector**

How to read:

- As represented in the illustration graph, we observe that compensation paid in GI is higher than overall social sector across KF Hay reference levels

Illustration to understand the graph



Key Insights

Across levels, social purpose organisations pay significantly lower compensation when compared with the GI market in India

Social purpose organisations have a compa-ratio of **43% at FCTC and 42% at TCTC with GI market**, this means that compensation in social sector is 57% lower at FCTC and 58% lower at TCTC when compared with GI

NGOs and SEs pay compensation similar to the overall social purpose organisations.

Average compa-ratio is **95% at FCTC and 94% at TCTC**, this means that compensation in NGO & SEs is 5% lower at FCTC and 6% lower at TCTC when compared with overall social sector

Overall compensation for funding organisations is leading the overall social sector by a significant margin but is still lower than the GI market.

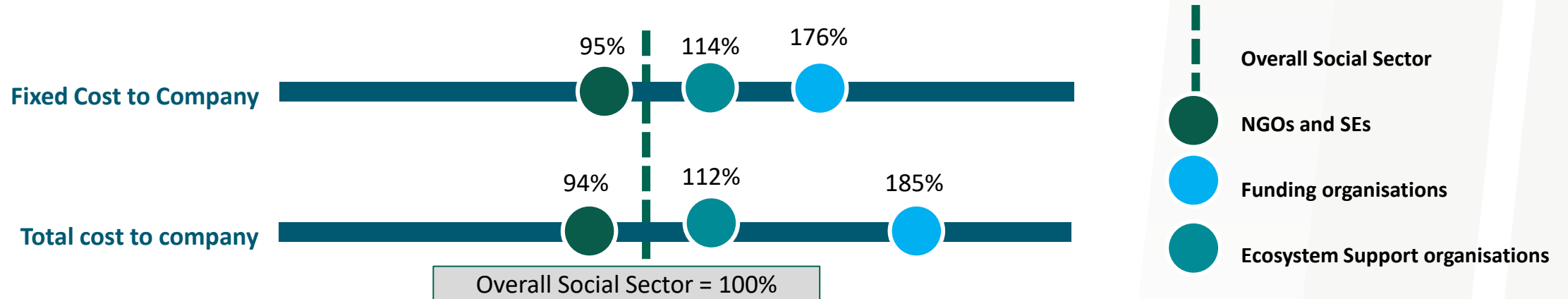
Average compa-ratio is **175% at FCTC and 185% at TCTC**, this means that compensation in funding organisations is 75% higher at FCTC and 85% higher at TCTC when compared with overall social sector

Overall compensation for ecosystem support organisations is slightly better than the overall social sector with compensation at few levels lagging the overall social sector market.

Average compa-ratio is **114% at FCTC and 112% at TCTC**, this means that compensation in ecosystem organisations is 14% higher at FCTC and 12% higher at TCTC when compared with overall social sector



Overall Positioning – Social Sector



- Overall compensation for overall social sector is lagging behind the GI market by a significant margin. Average compa-ratio at FCTC is 43% and 42% at TCTC.
- When compared with overall social sector, personnel in NGOs & SEs are being paid lower compensation than the median compensation in overall social sector across all KF HRLs while Funding and Ecosystem Support organisations are paid higher compensation
- For **NGOs and SEs**, average compa-ratio at **FCTC is 95%**, this means compensation in NGOs and SEs is 5% less as compared to overall social sector. At TCTC, it is 94% which means 6% less as compared to overall social sector
- **Funding organisations** are the ones that provide funding to the social purpose organisations via grants and other methods. Average compa-ratio is 176% at FCTC and 185% at TCTC. This means, **FCTC is 76% higher and TCTC is 85% higher** as compared to the whole social sector
- **Ecosystem support organisations** fall in the middle of both other categories of organisations. **At FCTC, it is 114% and at TCTC, it is 112%** which means compensation is 14% and 12% higher as compared to overall social sector for FCTC and TCTC respectively

Level Positioning – Overall Social Sector

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for overall social sector is lagging behind the GI market by a significant margin.
- Average compa-ratio at **FCTC** is **43%** and **42%** at **TCTC**.
- Personnel in social purpose organisations are being **paid lower compensation than the GI** across all KF hay reference levels when compared at both FCTC and TCTC.

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	GI Median	Social Sector Median	Compa-ratio
8	14	75	2,66,797	63,005	24%
9	17	131	2,70,348	99,000	37%
10	24	823	3,20,923	1,17,312	37%
11	31	565	3,55,710	1,20,000	34%
12	66	4032	5,45,866	2,28,649	42%
13	59	1509	7,55,362	3,45,425	46%
14	56	1245	11,24,655	4,96,273	44%
15	52	749	14,77,077	8,00,052	54%
16	50	389	20,04,214	12,23,088	61%
17	41	308	29,48,300	14,79,643	50%
18	35	175	41,20,826	19,09,950	46%
19	35	116	57,90,584	25,18,614	43%
20	32	78	81,44,786	29,52,443	36%
21	14	29	1,16,27,705	39,88,826	34%
22	11	15	1,37,52,198	50,40,138	37%
23	7	12	1,46,56,174	98,07,000	67%
Average	-	-	-	-	43%

Total cost to company		
GI Median	Social Sector Median	Compa-ratio
2,75,971	63,005	23%
2,80,344	99,000	35%
3,31,062	1,17,312	35%
3,68,497	1,20,000	33%
5,73,041	2,31,258	40%
7,97,020	3,51,600	44%
11,91,016	5,03,376	42%
15,78,934	8,05,649	51%
21,30,843	12,40,000	58%
31,64,647	15,33,476	48%
44,87,499	20,47,030	46%
63,57,464	25,51,817	40%
89,19,400	29,52,443	33%
1,24,62,649	41,52,840	33%
1,53,30,342	50,40,138	33%
1,61,20,733	1,17,29,666	73%
-	-	42%



Level Positioning – NGOs and SEs

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for NGO & SE category is slightly less competitive than overall social sector. Average compa-ratio is **95% at FCTC and 94% at TCTC**.
- Personnel in NGOs and SEs organisations are being paid lower compensation than the overall social purpose organisations across most levels at both FCTC and TCTC barring a few levels.
- At lower levels (8, 9 and 10)**, the median compensation being paid in social sector and NGOS & SEs organisations is the same, hence the **compa-ratio is 100%**
- While at the **top levels 22 and 23**, the compa-ratio is above 100% which means NGOs and SEs pay higher compensation than overall social sector personnel at these levels

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Social Sector Median	NGOs and SEs Median	Compa-ratio
8	14	75	63,005	63,005	100%
9	17	131	99,000	99,000	100%
10	22	819	1,17,312	1,17,312	100%
11	28	560	1,20,000	1,16,562	97%
12	55	3932	2,28,649	2,22,778	97%
13	48	1447	3,45,425	3,36,174	97%
14	46	1118	4,96,273	4,44,976	90%
15	43	634	8,00,052	7,30,493	91%
16	38	250	12,23,088	11,80,867	97%
17	32	183	14,79,643	12,61,812	85%
18	27	101	19,09,950	18,06,060	95%
19	26	65	25,18,614	20,39,804	81%
20	24	48	29,52,443	28,54,153	97%
21	11	23	39,88,826	30,60,564	77%
22	9	9	50,40,138	51,11,762	101%
23	5	5	98,07,000	1,08,60,850	111%
Average	-	-	-	-	95%

Total cost to company		
Social Sector Median	NGOs and SEs Median	Compa-ratio
63,005	63,005	100%
99,000	99,000	100%
1,17,312	1,17,312	100%
1,20,000	1,20,000	100%
2,31,258	2,28,656	99%
3,51,600	3,40,396	97%
5,03,376	4,44,976	88%
8,05,649	7,42,587	92%
12,40,000	12,02,412	97%
15,33,476	13,42,452	88%
20,47,030	18,31,401	89%
25,51,817	21,22,608	83%
29,52,443	28,54,153	97%
41,52,840	32,19,924	78%
50,40,138	51,11,762	101%
1,17,29,666	1,09,69,450	94%
-	-	94%



Level Positioning – Funding organisations

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for funding organisations is leading the overall social sector by a significant margin. Average compa-ratio is **176% at FCTC** and **185% at TCTC**.
- Personnel in **funding organisations** are paid the **highest compensation** across all categories of social purpose organisations

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Social Sector Median	Funding organisations Median	Compa-ratio
12	4	26	2,28,649	5,75,060	252%
13	4	21	3,45,425	6,35,585	184%
16	5	102	12,23,088	14,07,973	115%
17	4	77	14,79,643	22,18,000	150%
19	4	41	25,18,614	40,97,828	163%
20	4	8	29,52,443	57,34,600	194%
Average	-	-	-	-	176%

Total cost to company		
Social Sector Median	Funding organisations Median	Compa-ratio
2,31,258	6,17,500	267%
3,51,600	6,65,585	189%
12,40,000	14,18,319	114%
15,33,476	22,63,673	148%
25,51,817	45,18,000	177%
29,52,443	64,09,600	217%
-	-	185%



Level Positioning – Ecosystem Support organisations

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for ecosystem support organisations is slightly better than the overall social sector. Average compa-ratio is **114% at FCTC and 112% TCTC**.
- Under Ecosystem Support organisations, personnel at KF HRL 12, 13, 14 & 15 are paid compensation well above the overall social sector market median
- For KF HRL 16,17,18 & 19**, Ecosystem support organisations pay lower compensation to personnel than overall social purpose organisations

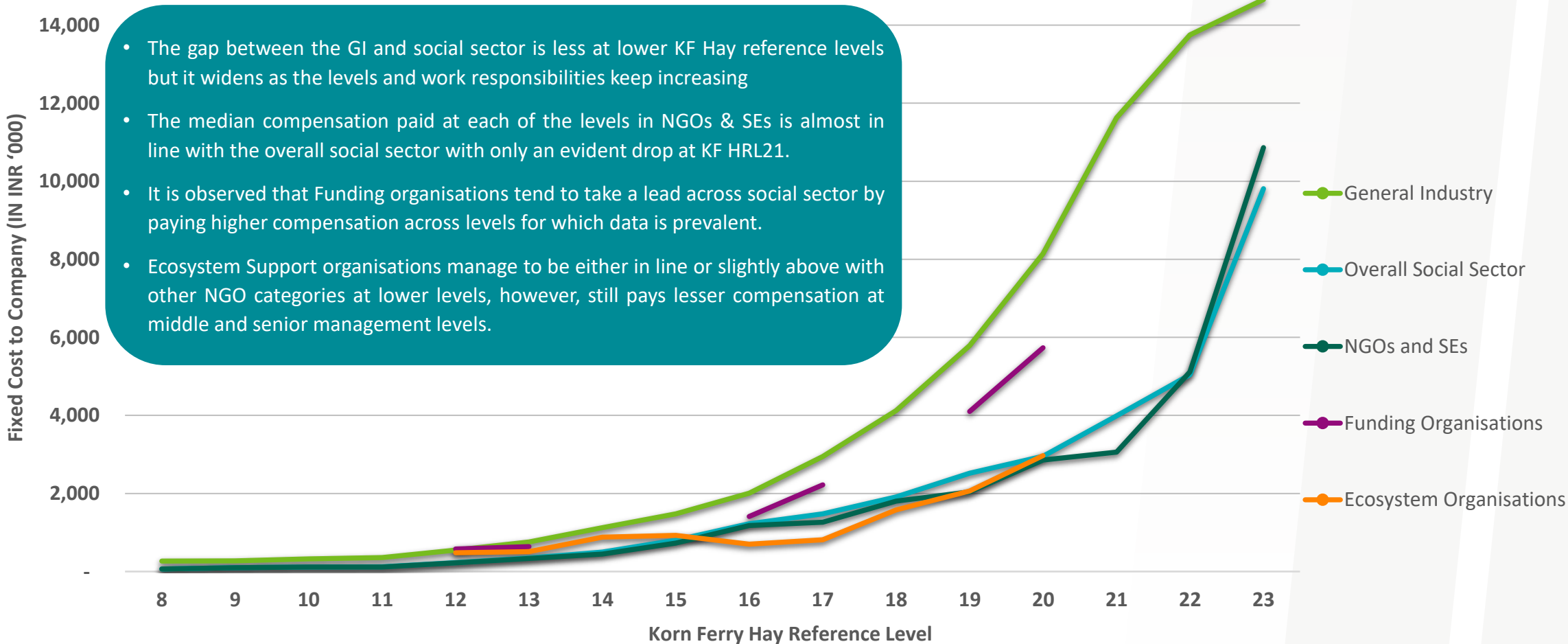
			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Social Sector Median	Ecosystem Support organisations Median	Compa-ratio
12	7	74	2,28,649	4,80,424	210%
13	7	41	3,45,425	5,09,600	148%
14	7	70	4,96,273	8,81,494	178%
15	7	37	8,00,052	9,23,008	115%
16	7	37	12,23,088	7,00,450	57%
17	5	48	14,79,643	8,11,311	55%
18	6	39	19,09,950	15,79,814	83%
19	5	10	25,18,614	20,65,102	82%
20	4	22	29,52,443	29,67,621	101%
Average	-	-	-	-	114%

Total cost to company		
Social Sector Median	Ecosystem Support organisations Median	Compa-ratio
2,31,258	4,80,424	208%
3,51,600	5,09,600	145%
5,03,376	8,81,494	175%
8,05,649	9,23,008	115%
12,40,000	7,00,450	56%
15,33,476	8,11,311	53%
20,47,030	15,79,814	77%
25,51,817	20,65,102	81%
29,52,443	29,67,621	101%
-	-	112%



Level Positioning – Overall Social Sector

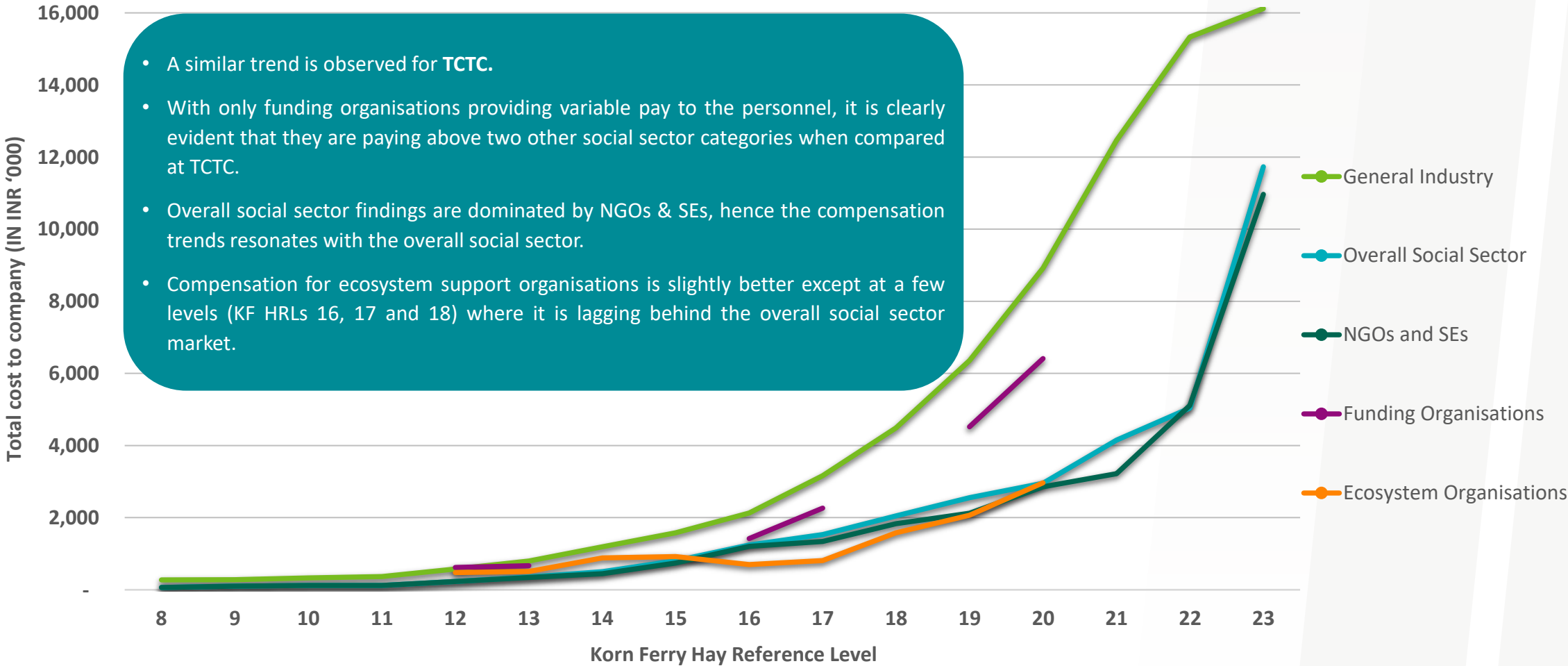
Fixed Cost to Company



*For ease of reading, salary graphs are represented in a slightly different fashion. Salaries are divided by 1000 and represented in the y axis.
Lines for some categories are broken due to lack of enough data at few Korn Ferry Hay Reference Levels.

Level Positioning – Overall Social Sector

Total Cost to Company



*For ease of reading, salary graphs are represented in a slightly different fashion. Salaries are divided by 1000 and represented in the y axis.
Lines for some categories are broken due to lack of enough data at few Korn Ferry Hay Reference Levels.

Overview of Median Compensation

GI, Overall Social Sector, Categories and Archetypes

KF HRL	GI Median	Social Sector Median	NGOs & SEs	Fixed cost to company (FCTC)						
				NGO Simple Adhoc	NGO Simple Profess. Managed	NGO Complex Adhoc	NGO Complex Profess. Managed	Ecosystem Support organisations	ESO Complex	Funding organisations
8	2,66,797	63,005	63,005	-	-	65,106	63,005	-	-	-
9	2,70,348	99,000	99,000	-	-	95,124	103,325	-	-	-
10	3,20,923	1,17,312	117,312	-	-	93,600	117,312	-	-	-
11	3,55,710	1,20,000	116,562	131,520	-	98,544	217,627	-	-	-
12	5,45,866	2,28,649	222,778	180,000	382,084	162,832	268,133	480,424	440,220	575,060
13	7,55,362	3,45,425	336,174	238,020	-	254,760	453,011	509,600	506,632	635,585
14	11,24,655	4,96,273	444,976	348,703	-	385,183	740,068	881,494	892,996	-
15	14,77,077	8,00,052	730,493	556,827	-	738,600	718,978	923,008	923,008	-
16	20,04,214	12,23,088	1,180,867	373,368	-	1,334,780	1,073,496	700,450	662,498	1,407,973
17	29,48,300	14,79,643	1,261,812	1,323,429	-	1,345,462	1,404,313	811,311	811,311	2,218,000
18	41,20,826	19,09,950	1,806,060	-	-	1,707,350	2,120,942	1,579,814	1,579,814	-
19	57,90,584	25,18,614	2,039,804	-	-	2,558,347	2,521,680	2,065,102	-	4,097,828
20	81,44,786	29,52,443	2,854,153	-	-	2,903,505	3,036,373	2,967,621	2,967,621	5,734,600
21	1,16,27,705	39,88,826	3,060,564	-	-	4,163,010	-	-	-	-
22	1,37,52,198	50,40,138	5,111,762	-	-	-	5,709,751	-	-	-
23	1,46,56,174	98,07,000	10,860,850	-	-	-	-	-	-	-

Overview of Median Compensation

GI, Overall Social Sector, Categories and Archetypes

Total cost to company (TCTC)										
KF HRL	GI Median	Social Sector Median	NGOs & SEs	NGO Simple Adhoc	NGO Simple Profess. Managed	NGO Complex Adhoc	NGO Complex Profess. Managed	Ecosystem Support organisations	ESO Complex	Funding organisations
8	2,75,971	63,005	63,005	-	-	65,106	63,005	-	-	-
9	2,80,344	99,000	99,000	-	-	95,124	103,325	-	-	-
10	3,31,062	1,17,312	117,312	-	-	93,600	117,312	-	-	-
11	3,68,497	1,20,000	120,000	131,520	-	99,468	217,627	-	-	-
12	5,73,041	2,31,258	228,656	180,000	382,084	162,832	268,636	480,424	440,220	617,500
13	7,97,020	3,51,600	340,396	238,020	-	261,816	461,375	509,600	506,632	665,585
14	11,91,016	5,03,376	444,976	348,703	-	393,222	740,068	881,494	892,996	-
15	15,78,934	8,05,649	742,587	585,000	-	751,760	740,819	923,008	923,008	-
16	21,30,843	12,40,000	1,202,412	373,368	-	1,341,099	1,101,600	700,450	662,498	1,418,319
17	31,64,647	15,33,476	1,342,452	1,363,429	-	1,468,773	1,466,686	811,311	811,311	2,263,673
18	44,87,499	20,47,030	1,831,401	-	-	1,707,350	2,120,942	1,579,814	1,579,814	-
19	63,57,464	25,51,817	2,122,608	-	-	2,558,347	2,802,000	2,065,102	-	4,518,000
20	89,19,400	29,52,443	2,854,153	-	-	2,903,505	3,036,373	2,967,621	2,967,621	6,409,600
21	1,24,62,649	41,52,840	3,219,924	-	-	4,397,262	-	-	-	-
22	1,53,30,342	50,40,138	5,111,762	-	-	-	5,709,751	-	-	-
23	1,61,20,733	1,17,29,666	10,969,450	-	-	-	-	-	-	-



Results – Salary Range Analysis



Key Insights

While we compare the percentage difference between the minimum and the maximum compensation paid at each of the levels, the **range spread is more than the acceptable range (i.e. 250%)** majorly at middle and senior management levels.

When compared at FCTC, range spread is more than 250% at KF HRLs (13,14,16,17,18,19,20), with substantial difference observed at **level 14 (340%)** and **level 19 (361%)**.

Similar trends around range spread are observed when compared at TCTC aggregate. Junior levels (12,13,14), middle levels (16,17), senior levels (18,19) and leadership levels (20) display range spread higher than 250%, while at **KF HRLs (8,9,10,11) ,it is within the acceptable range at both the aggregates.**



Compensation in Social Sector

KF HRL wise Internal Analysis on Fixed Cost to Company

Fixed Cost to Company (FCTC) = Sum of Basic Salary, Allowances and Benefits									
Korn Ferry Reference level	No. of Personnel	No. of Organisations	10th Lower decile	25th Lower quartile	50th Median	75th Upper quartile	90th Upper decile	Average	Range Spread
8	75	14	55,406	62,979	63,005	1,04,208	1,63,308	86,546	195%
9	131	17	70,524	85,392	99,000	1,27,561	1,68,999	1,09,868	140%
10	823	24	88,901	1,17,312	1,17,312	1,21,985	1,31,979	1,20,859	48%
11	565	31	84,000	92,592	1,20,000	1,90,054	2,54,671	1,51,410	203%
12	4,032	66	1,28,437	1,41,835	2,28,649	3,20,273	4,28,186	2,55,866	233%
13	1,509	59	1,75,678	2,15,550	3,45,425	4,83,560	6,25,748	3,87,335	256%
14	1,245	56	2,26,543	3,31,572	4,96,273	7,47,469	9,95,973	5,82,851	340%
15	749	52	4,65,345	5,97,718	8,00,052	10,40,837	13,16,501	8,86,293	183%
16	389	50	5,27,433	7,68,038	12,23,088	16,28,025	20,86,000	12,73,104	296%
17	308	41	7,07,367	8,28,778	14,79,643	20,96,858	27,12,366	15,63,006	283%
18	175	35	10,13,991	12,33,966	19,09,950	26,21,546	37,51,807	21,46,169	270%
19	116	35	10,32,303	15,56,065	25,18,614	37,62,499	47,56,714	27,61,720	361%
20	78	32	15,43,394	20,78,888	29,52,443	39,66,138	59,09,272	34,43,005	283%
21	29	14	20,24,705	22,37,532	39,88,826	48,89,400	66,74,400	39,80,743	230%
22	15	11	-	30,40,890	50,40,138	54,10,532	-	47,18,559	78%
23	12	7	-	-	98,07,000	-	-	88,82,455	-

Compensation in Social Sector

KF HRL wise Internal Analysis on Total Cost to Company

Total Cost to Company (TCTC) = Sum of Basic Salary, Allowances, Benefits and Variable Payments									
Korn Ferry Reference level	No. of Personnel	No. of Organisations	10th Lower decile	25th Lower quartile	50th Median	75th Upper quartile	90th Upper decile	Average	Range Spread
8	75	14	56,069	62,979	63,005	1,04,208	1,63,308	86,946	191%
9	131	17	70,524	85,392	99,000	1,30,824	1,68,999	1,10,324	140%
10	823	24	88,901	1,17,312	1,17,312	1,21,985	1,33,962	1,20,964	51%
11	565	31	84,000	92,940	1,20,000	1,97,361	2,55,285	1,53,235	204%
12	4,032	66	1,28,869	1,41,835	2,31,258	3,25,517	4,30,556	2,58,192	234%
13	1,509	59	1,75,678	2,16,000	3,51,600	4,86,420	6,35,728	3,91,051	262%
14	1,245	56	2,34,110	3,36,000	5,03,376	7,50,000	10,06,774	5,90,397	330%
15	749	52	4,97,269	6,06,649	8,05,649	10,53,244	13,56,749	9,08,259	173%
16	389	50	5,27,433	7,95,730	12,40,000	17,12,231	22,19,163	13,41,136	321%
17	308	41	7,07,367	8,73,018	15,33,476	22,18,000	29,83,006	16,44,464	322%
18	175	35	10,37,368	12,81,750	20,47,030	28,74,636	42,31,200	23,31,590	308%
19	116	35	10,32,303	15,67,444	25,51,817	41,35,948	54,43,961	30,02,113	427%
20	78	32	15,55,141	21,20,073	29,52,443	41,45,764	61,42,761	35,97,230	295%
21	29	14	20,24,705	22,37,532	41,52,840	50,90,937	77,38,205	43,20,514	282%
22	15	11	-	34,65,890	50,40,138	54,10,532	-	47,93,622	56%
23	12	7	-	-	1,17,29,666	-	-	1,03,99,732	-

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Results - Functional Differential

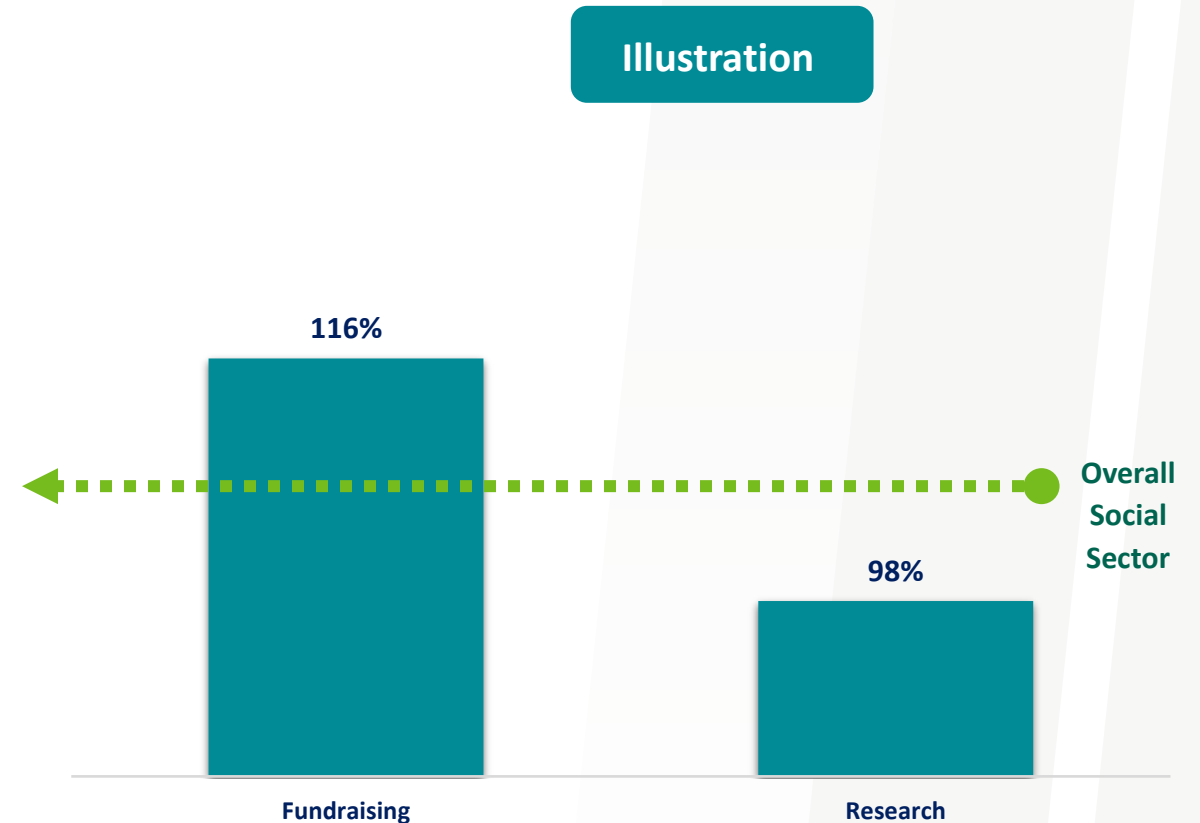


What is Functional differential?

- **Functional differential** represents how much higher or lower each of the function in the social sector is paid in comparison with the overall social sector.
- We have collected data across 17 functions during the survey and for the following 5 functions (**Engineering, Quality Assurance, Legal, Health & Environment, Social Service**) no analysis has been shared due to insufficient data points

How to Read:

- As represented in the illustration graph here, function like Fundraising has a higher pay differential (**116%**) when compared with the overall social sector (**100%**). This implies that the average salaries of personnel in the fundraising department/function are 16% higher than what is being paid in the social sector.
- In this section, we will see which functions/departments are being paid lowest or highest in the social sector.



Key Insights

At FCTC, average salaries paid in **Education (74%)** is **26% lower** and **Project management function (98%)** is **2%** lower than the average salaries paid in the overall social sector.

For all other functions, the average salaries are higher than what is being paid in social sector with **Program & content development (174%)** and **Fundraising (138%)** displaying the highest pay differential.

The average salaries of personnel in **Project Management function (pay differential is 86%)** in funding organisations are 14% lower than the average salaries of personnel in funding organisations

The average salaries paid in **Education function (pay differential 78% at FCTC)** in NGOs & SEs are **22%** lower in comparison to the average salaries paid in NGOs & SEs

With respect to Ecosystem Support organisations, the average salaries of the personnel in **General Management function** are 8% higher than the average salaries of personnel in Ecosystem Support organisations , while the average salaries in **Finance & Accounting** are 6% lower.



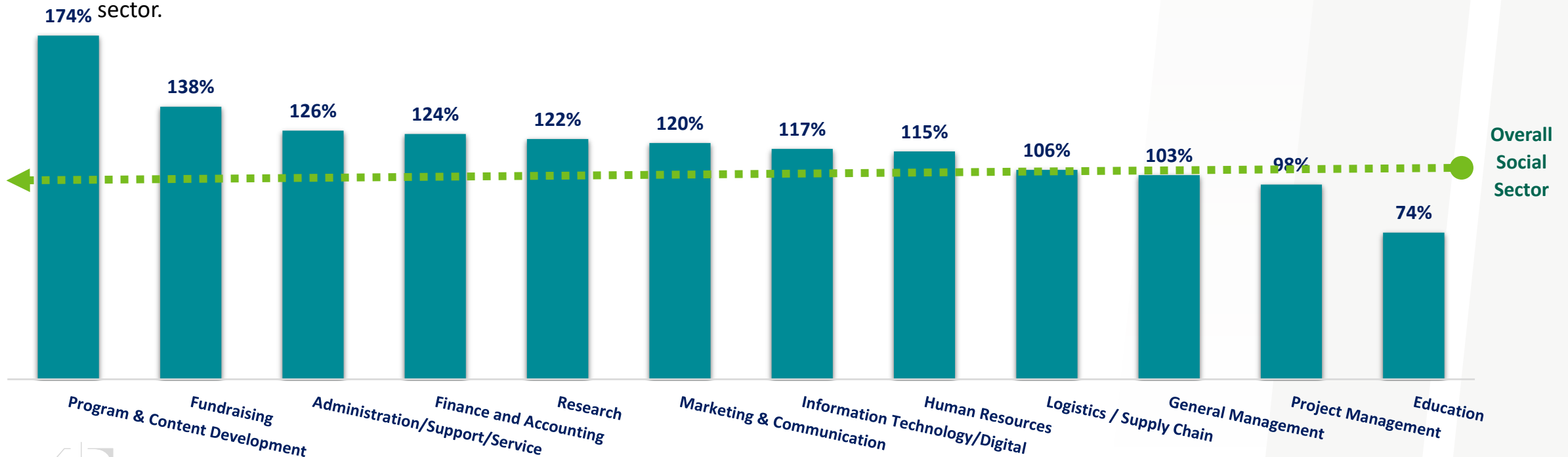
Pay Differential Across Job functions

Fixed Cost to Company

Overall Social Sector

Overall Social Sector = 100%

- The pay differential for **Education function** is **74%**, which implies that the average salaries paid in the education department are **26%** lower than the average salaries paid in the overall social sector.
- Except for **Project Management (98%)** and **Education (74%)**, all other functions in social sector are paid higher compensation when compared with the overall social sector at FCTC.
- **Program and Content Development (174%)**, **Fundraising (138%)** and **Admin/Support (126%)** are the top 3 paid functions in social sector.



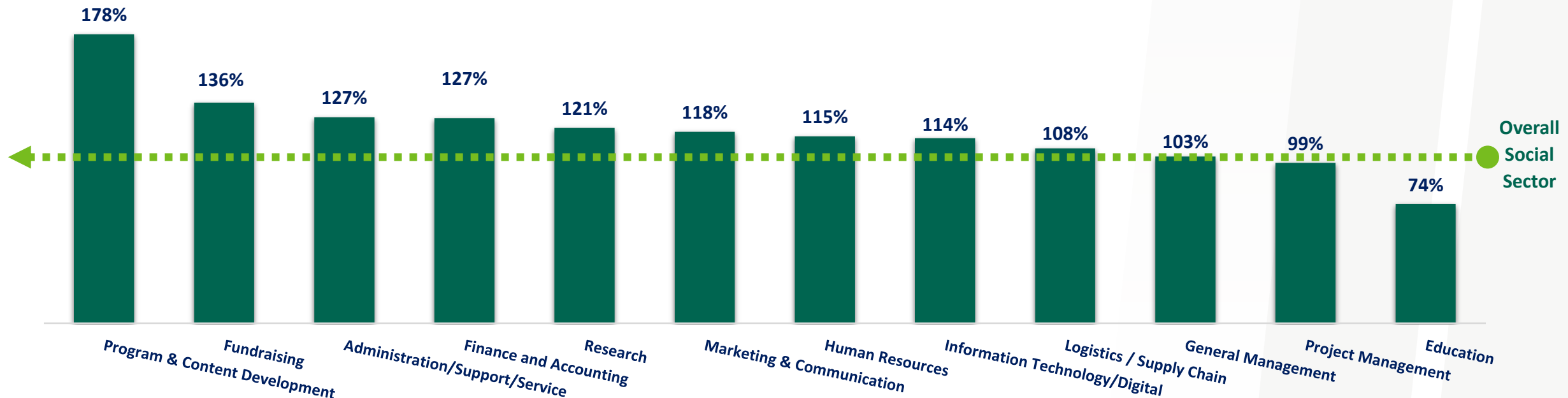
Pay Differential Across Job functions

Total Cost to Company

Overall Social Sector

Overall Social Sector = 100%

- Except for **Project Management (99%)** and **Education (74%)**, all other functions in social sector are paid higher compensation when compared with the overall social sector at TCTC. **Program and Content Development (178%)**, **Fundraising (136%)** and **Admin/Support (127%)** are the top 3 paid functions in social sector.
- The pay differential for Program & Content development function is **178%**, which implies that the average salaries paid in the program and content development department are **78% higher** than the average salaries paid in the overall social sector.



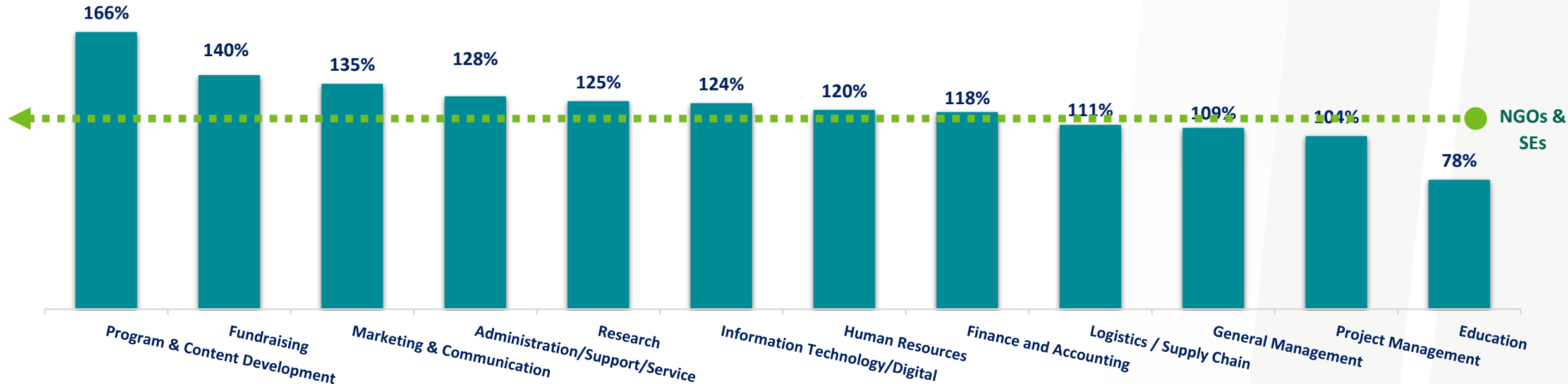
Pay Differential Across Job functions

Fixed Cost to Company

NGOs and SEs

NGOs and SEs = 100%

- Except for **Education (78%)**, all other functions in NGOs & SEs are paid higher compensation when compared with the overall NGOs & SEs organisations at FCTC. **Program and Content Development (166%)**, **Fundraising (140%)** and **Marketing & Communication (135%)** have emerged as the top 3 paid functions in NGOs & SEs.
- The pay differential for fundraising function is **140%**, which implies that the average salaries paid in the fundraising department are 40% higher than the average salaries paid by the organisations in NGOs & SEs category.



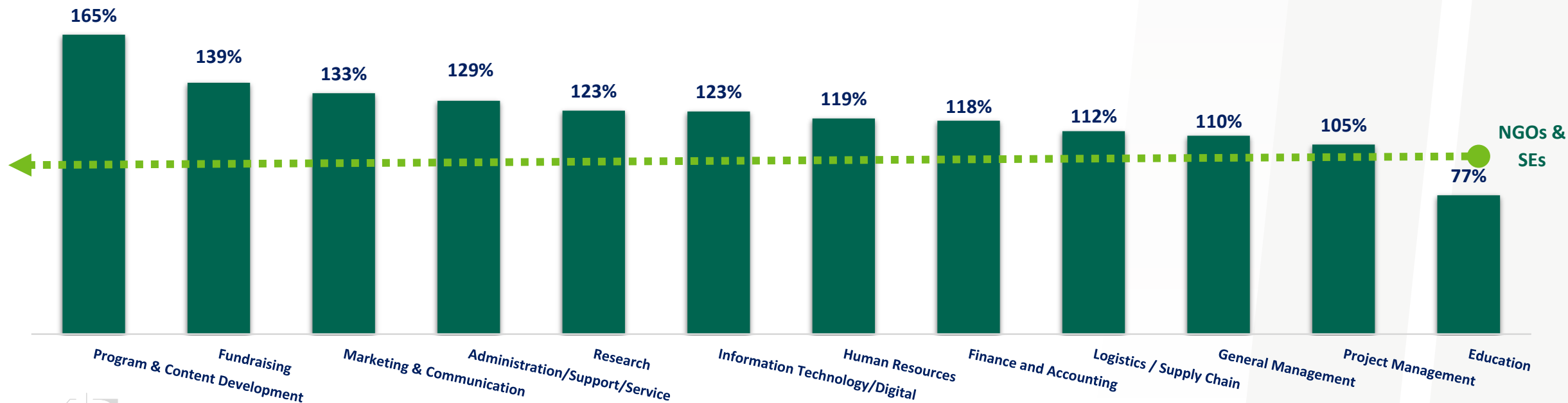
Pay Differential Across Job functions

Total Cost to Company

NGOs and SEs

NGOs and SEs = 100%

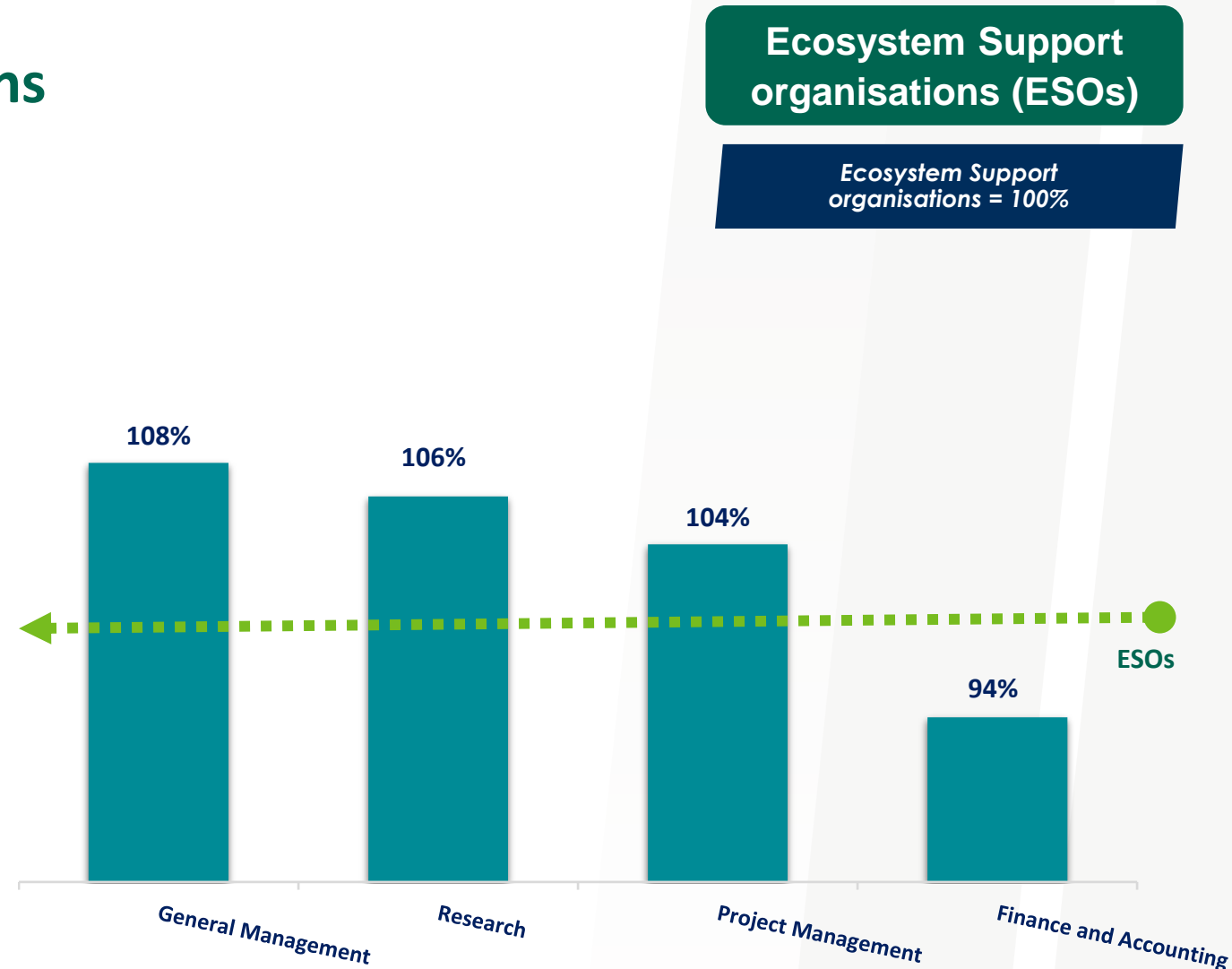
- Except for **Education (77%)**, all other functions in NGOs & SEs are paid higher compensation when compared with the overall NGOs & SEs organisations at TCTC. **Program and Content Development (165%)**, **Fundraising (139%)** and **Marketing & Communication (133%)** have emerged as the top 3 paid functions in NGOs & SEs.
- The pay differential for education function is **77%**, which implies that the average salaries paid in the education department are 23% lower than the average salaries paid by the organisations in NGOs & SEs category.



Pay Differential Across Job functions

Fixed Cost to Company

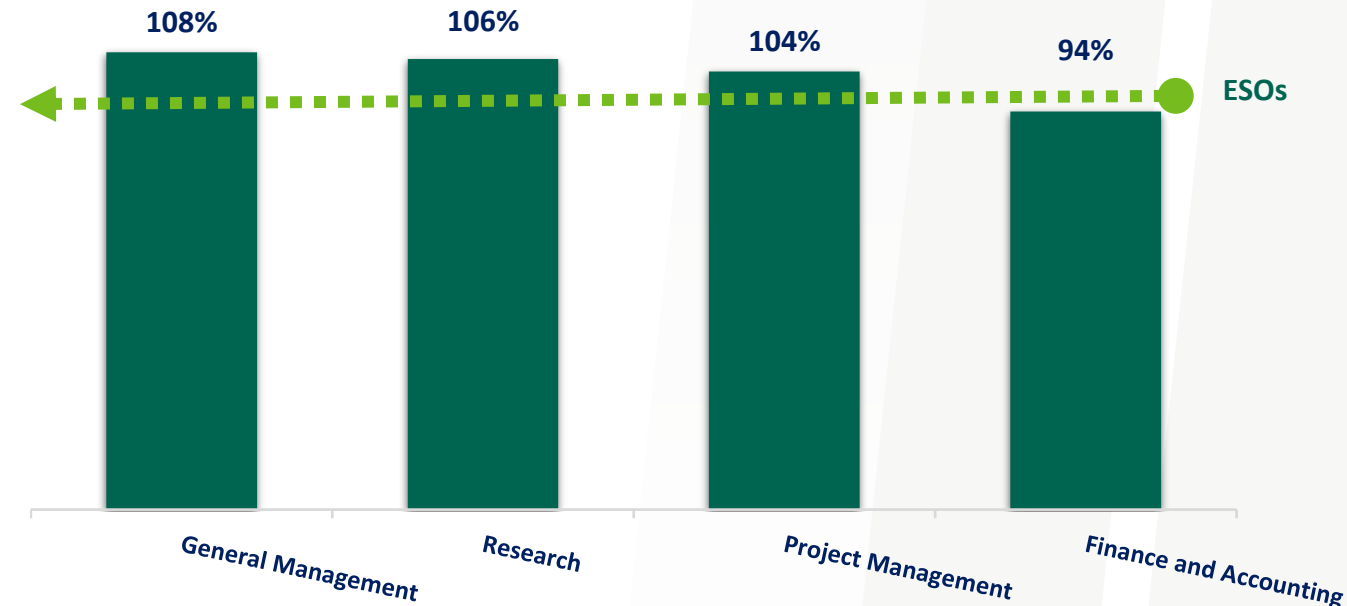
- Except for **Finance & Accounting (94%)**, all other functions in Ecosystem Support Organisations are paid higher compensation when compared with the overall ESOs at FCTC .
- The pay differential for finance & accounting function is **94%**, which implies that the average salaries paid in the finance and accounting department are **6% lower** than the average salaries paid by the Ecosystem Support Organisations
- **General Management (108%)**, **Research (106%)** & **Project Management (104%)** have emerged as the top 3 paid functions in the Ecosystem Support Organisations category.



Pay Differential Across Job functions

Total Cost to Company

- Except for **Finance & Accounting (94%)**, all other functions in Ecosystem Support Organisations are paid higher compensation when compared with the overall ESOs at TCTC.
- **General Management (108%)**, **Research (106%)** & **Project Management (104%)** have emerged as the top 3 paid functions in Ecosystem Support Organisations category.
- The pay differential for research function is **106%**, which implies that the average salaries paid in the research department are 6% higher than the average salaries paid by the Ecosystem Support Organisations



Results - Archetypes



Key Insights

Among all the NGOs and SE Archetypes, NGOs Complex Professionally Managed organisations pay above the NGOs & SEs category, NGO Complex Adhoc are in line, while NGO Simple Adhoc organisations are paying lesser compensation.

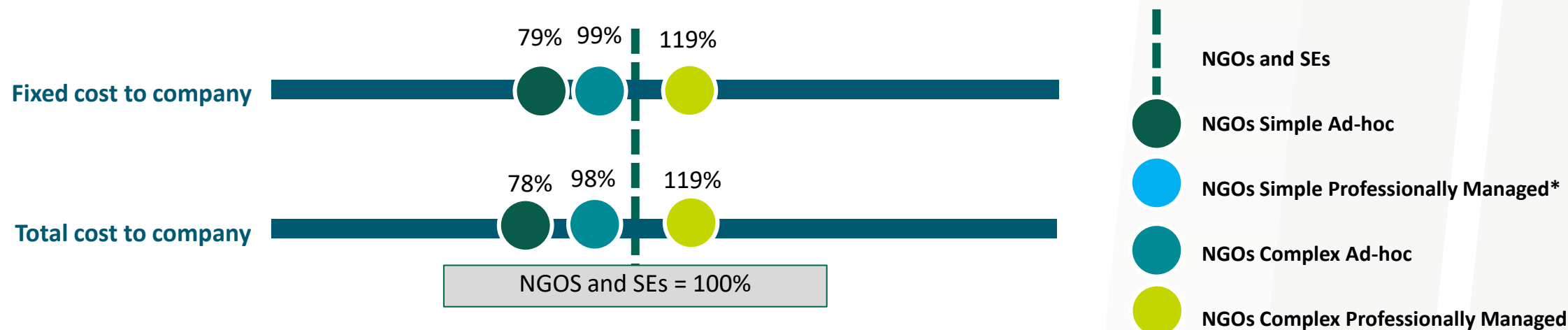
Project Management function in ESO Complex organisations has a pay differential of 109%, which means the average salaries of personnel in this function is 9% higher than the average salaries of personnel in overall ESO Complex organisations.

ESO Complex organisations covers 80% of the total ecosystem support organisations, hence display similar compensation trends across all the levels.

With respect to **NGO Complex Adhoc and professionally managed organisations**, the average salaries of the personnel in **program and content development function** are higher than the average salaries of personnel in their respective archetype.

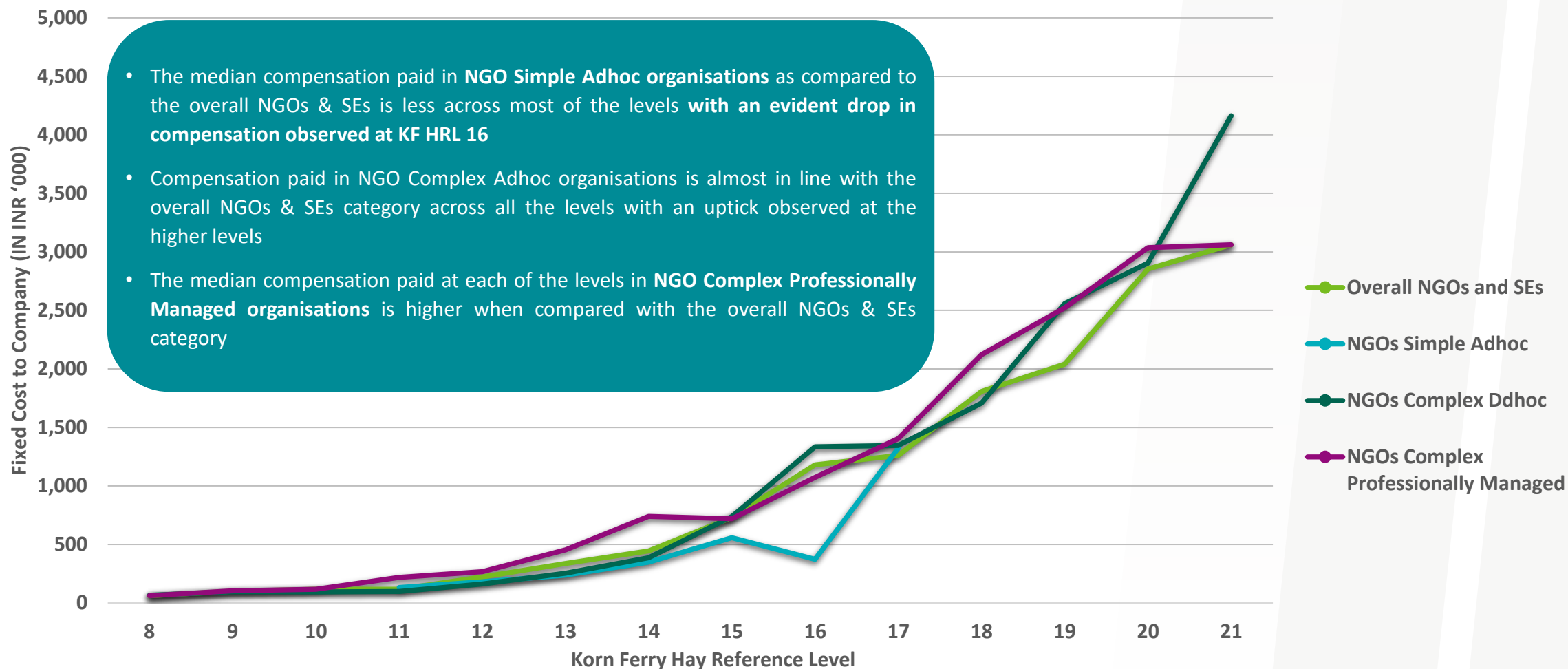


Overall Positioning – NGOs and SEs & its Archetypes



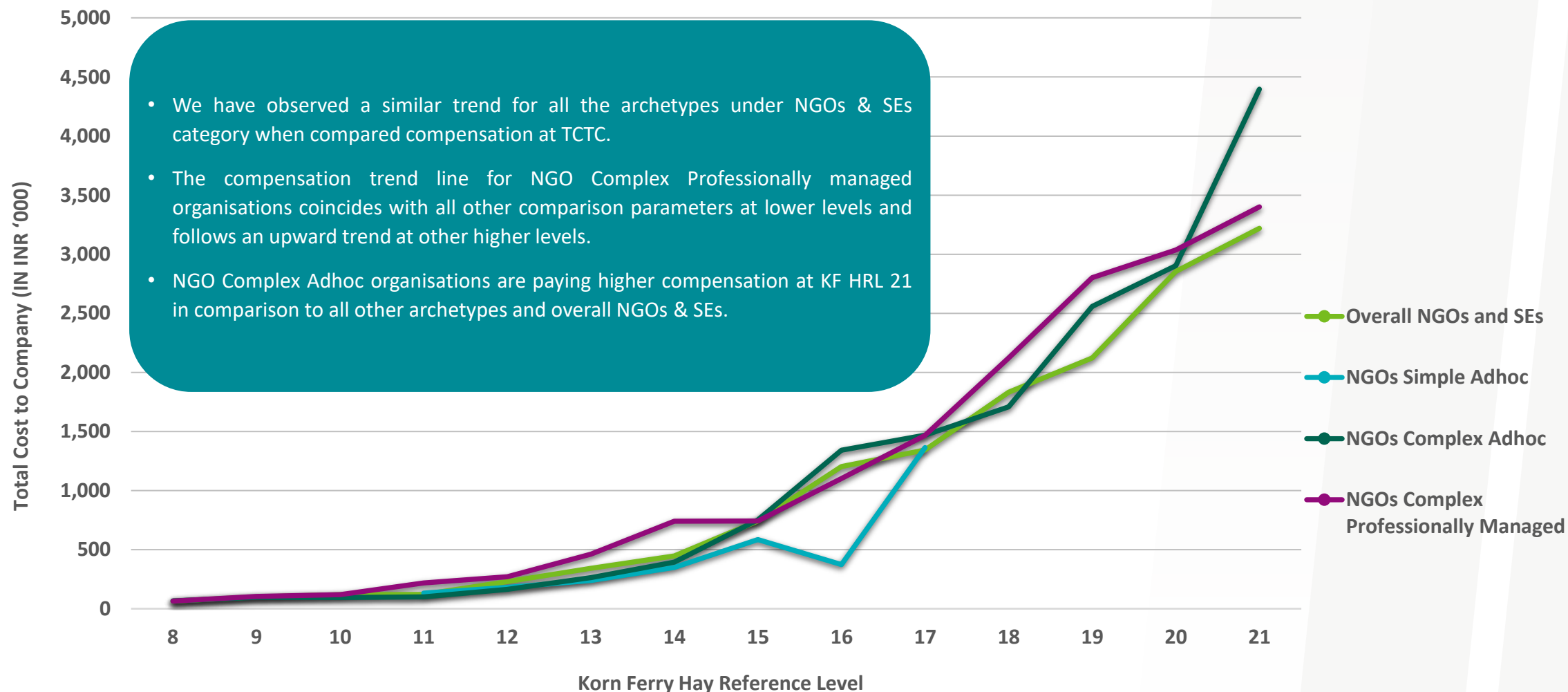
- We have observed in the overall results that the compensation trends in **NGOs and SEs** are broadly in line with **the overall social sector**
- **NGOs Complex Adhoc** have an average compa-ratio of **99% at FCTC and 98% at TCTC**. This implies that compensation in NGOs Complex Adhoc organisations is slightly lower by 2% than the compensation paid in overall NGOs & SEs.
- **NGOs Complex Professionally Managed** pay slightly higher than the overall NGOs and SEs with **119% average compa-ratio at both FCTC and TCTC**. This implies that compensation of NGOs Complex Professionally Managed is 19% higher than overall NGOs and SEs.
- **NGOs Simple Adhoc** have an average compa-ratio of **79% at FCTC and 78% at TCTC**. This implies that compensation paid in NGOs Simple Adhoc organisations is 21% & 22% lower than overall NGOS and SEs when compared at FCTC & TCTC, respectively.
- ***NGOs Simple Professionally Managed** has only 1 level that is being reported and hence has the aggregated data has not been reported here. Average compa-ratio for NGOs Simple Professionally Managed at KF HRL 12 is 70% at FCTC and 67% at TCTC.

Level Positioning – NGOs & SEs and its Archetypes



*For ease of reading, salary graphs are represented in a slightly different fashion. Salaries are divided by 1000 and represented in the y axis. Lines for some categories are broken due to lack of enough data at few Korn Ferry Hay Reference Levels.

Level Positioning – NGOs & SEs and its Archetypes



*For ease of reading, salary graphs are represented in a slightly different fashion. Salaries are divided by 1000 and represented in the y axis. Lines for some categories are broken due to lack of enough data at few Korn Ferry Hay Reference Levels.

Level Positioning – NGOs Simple Adhoc

- Overall compensation for NGO simple Adhoc organisations is less competitive as compared to the overall NGO & SE organisations. The average compa-ratio at FCTC is **79%** and at TCTC, it is **78%**.
- Personnel in **NGO Simple Adhoc organisations are paid less compensation** across most of the levels except at KF HRL 11 & HRL 17
- While we compare the median compensation across all KF hay reference levels, the lowest compa-ratio is observed at KF HRL 16 (**32% at FCTC and 31% at TCTC**)

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	NGOs and SEs Median	NGOs Simple Adhoc Median	Compa-ratio
11	4	7	1,16,562	1,31,520	113%
12	8	72	2,22,778	1,80,000	81%
13	5	30	3,36,174	2,38,020	71%
14	4	22	4,44,976	3,48,703	78%
15	5	15	7,30,493	5,56,827	76%
16	5	14	11,80,867	3,73,368	32%
17	4	6	12,61,812	13,23,429	105%
Average	-	-	-	-	79%

	compa-ratio less than 70%
	compa-ratio more than 130%

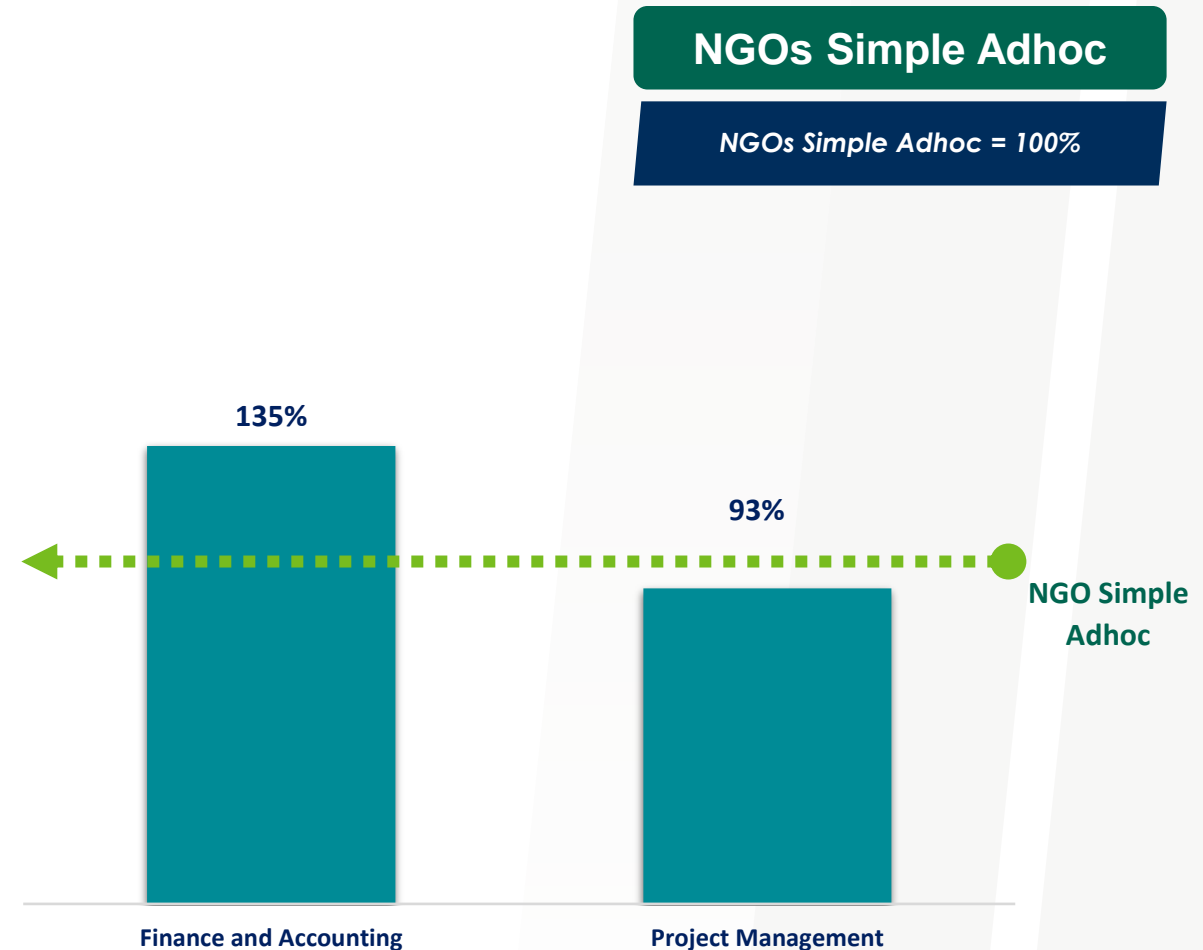
Total cost to company		
NGOs and SEs Median	NGOs Simple Adhoc Median	Compa-ratio
1,20,000	1,31,520	110%
2,28,656	1,80,000	79%
3,40,396	2,38,020	70%
4,44,976	3,48,703	78%
7,42,587	5,85,000	79%
12,02,412	3,73,368	31%
13,42,452	13,63,429	102%
-	-	78%



Pay Differential Across Job functions

Fixed Cost to Company

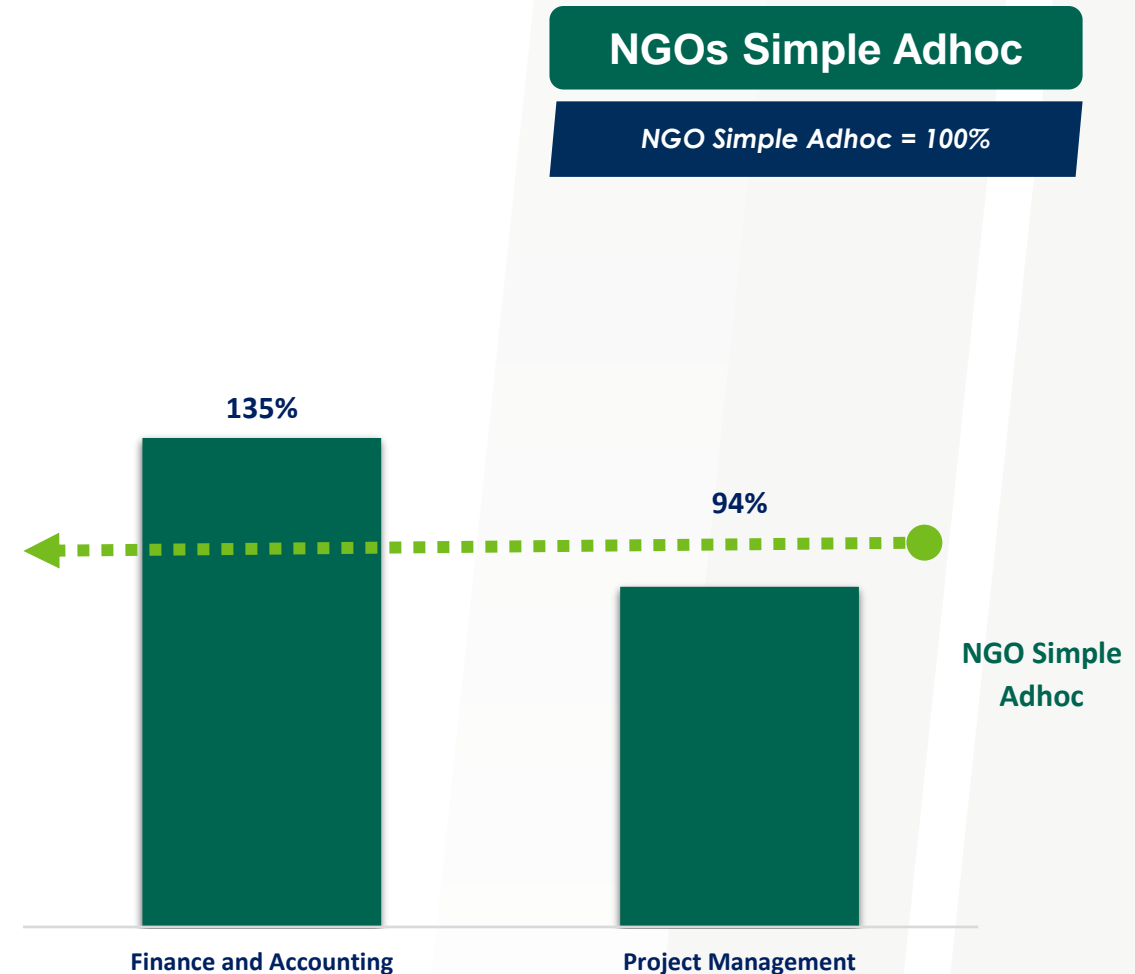
- **Finance and Accounting function (135%)** in NGOs Simple Adhoc organisations pays higher compensation when compared with the overall NGO Simple Adhoc organisations at FCTC.
- This implies that the average salaries paid to the personnel in the finance & accounting function are **35% higher** than the average salaries paid to the personnel in NGO Simple Adhoc organisations.
- **Project Management function** in NGO Simple Adhoc organisations pays lower compensation (**93%**) when compared with the overall NGO Simple Adhoc archetype. This implies that the average salaries of the personnel in the project management function are **7% lower** than the average salaries paid to the personnel in the overall NGO Simple Adhoc archetype.



Pay Differential Across Job functions

Total Cost to Company

- **Finance and Accounting function (135%)** in NGOs Simple Adhoc organisations pays higher compensation when compared with the overall NGO Simple Adhoc organisations at TCTC.
- This implies that the average salaries paid to the personnel in the finance & accounting function is **35% higher** than the average salaries paid to the personnel in NGO Simple Adhoc organisations.
- **Project Management function** in NGO Simple Adhoc organisations pays lower compensation (**94%**) when compared with the overall NGO Simple Adhoc archetype. This implies that the average salaries of the personnel in project management function are **6% lower** than the average salaries paid to the personnel in the overall NGO Simple Adhoc archetype.



Level Positioning – NGO Simple Professionally Managed

NGOs Simple Professionally Managed

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for NGO simple professionally managed organisations is less competitive as compared to the overall NGO & SE organisations.
- The compa-ratio at level 12 is **79% at FCTC** and **78% at TCTC**

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	NGOs and SEs Median	NGOs Simple Professionally Managed	Compa-ratio
12	4	367	2,28,649	3,82,084	60%
Average	-	-	-	-	60%

Total cost to company		
NGOs and SEs Median	NGOs Simple Professionally Managed	Compa-ratio
2,31,258	3,82,084	61%
-	-	61%



Level Positioning – NGOs Complex Adhoc

- Overall compensation for NGO complex Adhoc organisations is almost at par with the overall NGO & SE organisations. The average compa-ratio at FCTC is **99%** and at TCTC, it is **98%**.
- Personnel in **NGO Complex Adhoc organisations are paid** higher compensation as compared to the overall NGOs & SEs at higher levels (HRL 15 & above) and are paid slightly lesser compensation at lower levels (KF HRL 14 & below).
- When we compare the median compensation across all KF hay reference levels, the highest compa-ratio is observed at KF HRL 21 (**136% at FTCC and 137% at TCTC**)

	compa-ratio less than 70%
	compa-ratio more than 130%

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	NGOs and SEs Median	NGOs Complex Adhoc Median	Compa-ratio
8	7	20	63,005	65,106	103%
9	8	89	99,000	95,124	96%
10	10	199	1,17,312	93,600	80%
11	12	355	1,16,562	98,544	85%
12	26	2171	2,22,778	1,62,832	73%
13	26	954	3,36,174	2,54,760	76%
14	23	830	4,44,976	3,85,183	87%
15	19	333	7,30,493	7,38,600	101%
16	20	142	11,80,867	13,34,780	113%
17	14	59	12,61,812	13,45,462	107%
18	13	65	18,06,060	17,07,350	95%
19	12	24	20,39,804	25,58,347	125%
20	13	30	28,54,153	29,03,505	102%
21	7	13	30,60,564	41,63,010	136%
Average	-	-	-	-	99%

Total cost to company		
NGOs and SEs Median	NGOs Complex Adhoc Median	Compa-ratio
63,005	65,106	103%
99,000	95,124	96%
1,17,312	93,600	80%
1,20,000	99,468	83%
2,28,656	1,62,832	71%
3,40,396	2,61,816	77%
4,44,976	3,93,222	88%
7,42,587	7,51,760	101%
12,02,412	13,41,099	112%
13,42,452	14,68,773	109%
18,31,401	17,07,350	93%
21,22,608	25,58,347	121%
28,54,153	29,03,505	102%
32,19,924	43,97,262	137%
-	-	98%



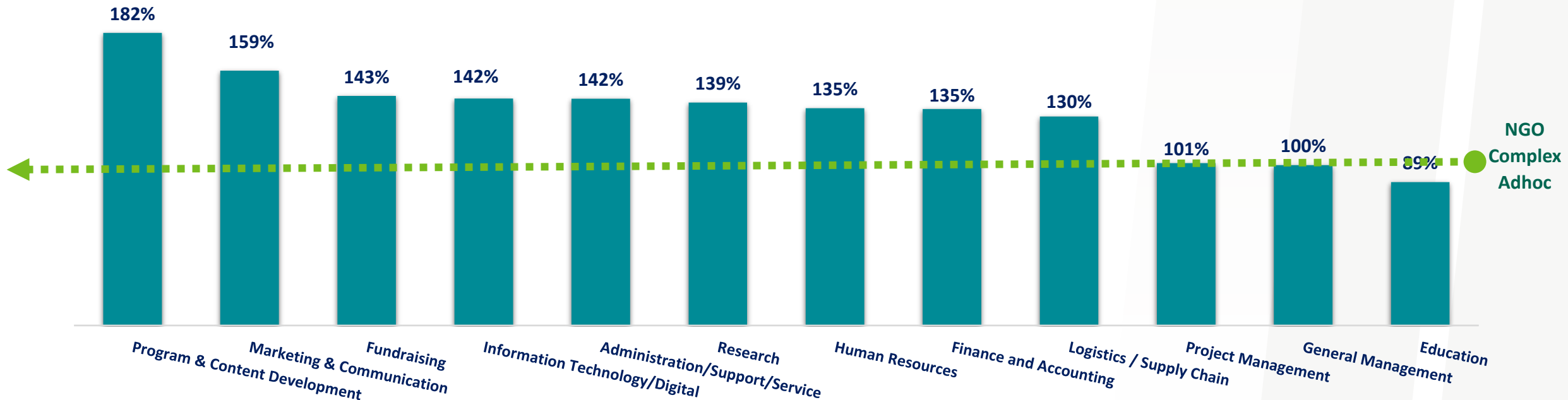
Pay Differential Across Job functions

Fixed cost to company

NGOs Complex Adhoc

NGOs Complex Adhoc = 100%

- Except for **Education (89%)**, all other functions in NGOs Complex Adhoc organisations are paid higher compensation when compared with the overall NGOs Complex Adhoc organisations at FCTC. **Program and Content Development (182%)**, **Marketing & Communication (159%)** and **Fundraising (143%)** have emerged as the top 3 paid functions in NGOs Complex Adhoc organisations.
- The pay differential for education function is **89%**, which implies that the average salaries paid in the education function are 11% lower than the average salaries paid by the organisations in NGOs Complex Adhoc archetype.



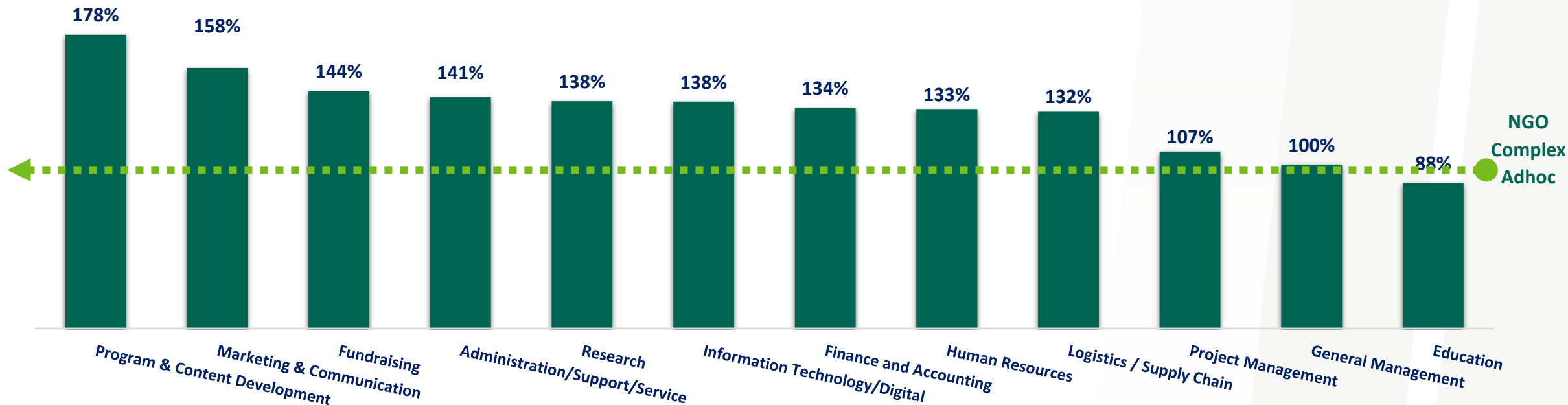
Pay Differential Across Job functions

Total cost to company

NGOs Complex Adhoc

NGOs Complex Adhoc = 100%

- Except for **Education (88%)**, all other functions in NGOs Complex Adhoc organisations are paid higher compensation when compared with the overall NGOs Complex Adhoc organisations at TCTC. **Program and Content Development (178%)**, **Marketing & Communication (158%)** and **Fundraising (144%)** have emerged as the top 3 paid functions in NGOs Complex Adhoc organisations.
- The pay differential for fundraising function is **144%**, which implies that the average salaries paid in the fundraising department are **44% higher** than the average salaries paid by the organisations in NGOs Complex Adhoc archetype.



Level Positioning – NGO Complex Professionally Managed

NGO Complex Profess. Mngd.

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for NGO complex professionally managed organisations is competitive as compared to overall NGO & SE organisations. The average compa-ratio is **119%** at FCTC and TCTC.
- Personnel in **NGO Complex Professionally Managed organisations** are either being paid higher compensation or are at par when compared with the overall NGOs & SEs
- Except for KF HRL 15 & 16, the compensation paid at all other levels is above from what is being paid in the overall NGOs & SEs Category.
- While we compare the median compensation across all KF hay reference levels, the highest compa-ratio of is observed at level 11 (**187% at FCTC and 181% at TCTC**)

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	NGOs and SEs Median	NGOs Complex Profess. Mngd. Median	Compa-ratio
8	4	47	63,005	63,005	100%
9	7	38	99,000	1,03,325	104%
10	9	611	1,17,312	1,17,312	100%
11	10	192	1,16,562	2,17,627	187%
12	17	1322	2,22,778	2,68,133	120%
13	14	296	3,36,174	4,53,011	135%
14	16	240	4,44,976	7,40,068	166%
15	16	249	7,30,493	7,18,978	98%
16	11	73	11,80,867	10,73,496	91%
17	12	96	12,61,812	14,04,313	111%
18	11	33	18,06,060	21,20,942	117%
19	9	17	20,39,804	25,21,680	124%
20	6	11	28,54,153	30,36,373	106%
21	4	4	30,60,564	30,60,564	100%
Average	-	-	-	-	119%

Total cost to company		
NGOs and SEs Median	NGOs Complex Profess. Mngd. Median	Compa-ratio
63,005	63,005	100%
99,000	1,03,325	104%
1,17,312	1,17,312	100%
1,20,000	2,17,627	181%
2,28,656	2,68,636	117%
3,40,396	4,61,375	136%
4,44,976	7,40,068	166%
7,42,587	7,40,819	100%
12,02,412	11,01,600	92%
13,42,452	14,66,686	109%
18,31,401	21,20,942	116%
21,22,608	28,02,000	132%
28,54,153	30,36,373	106%
32,19,924	34,00,404	106%
-	-	119%



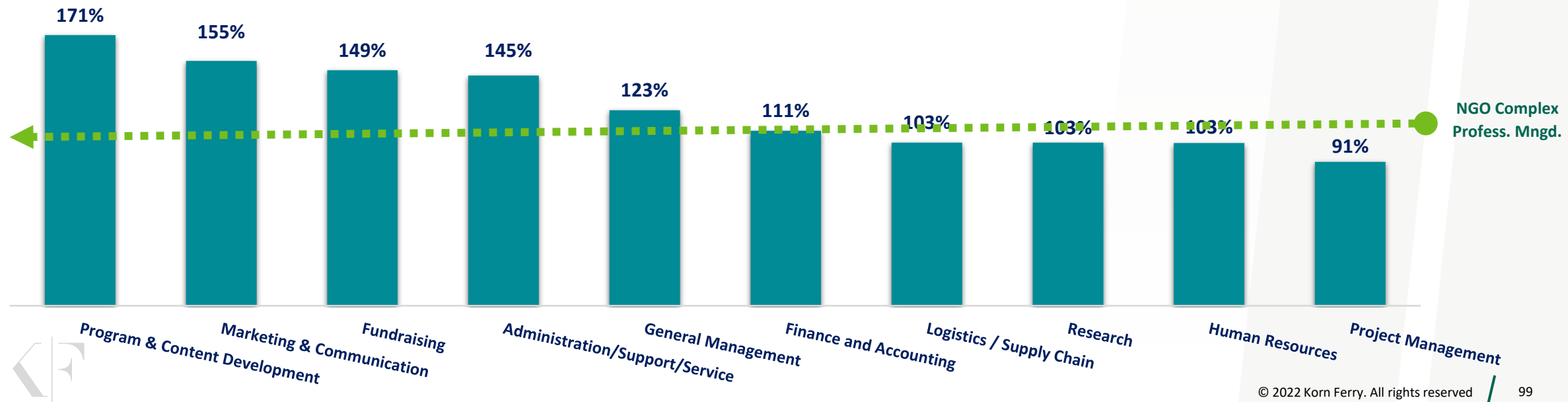
Pay Differential Across Job functions

Fixed cost to company

NGO Complex Profess. Mngd.

NGOs Complex Profess. Mngd. =
100%

- Except for **Project Management (91%)**, all other functions in NGOs Complex Professionally Managed organisations are paid higher compensation when compared with the overall NGOs Complex Professionally Managed organisations at Fixed Cost to company.
- The pay differential for project management function is **91%**, which implies that the average salaries paid in the project management department are **9% lower** than the average salaries paid by the organisations in NGOs Complex Professionally Managed archetype.
- **Program and Content Development (171%)**, **Marketing & Communication (155%)** and **Fundraising (149%)** have emerged as the top 3 paid functions in NGOs Complex Professionally Managed organisations.



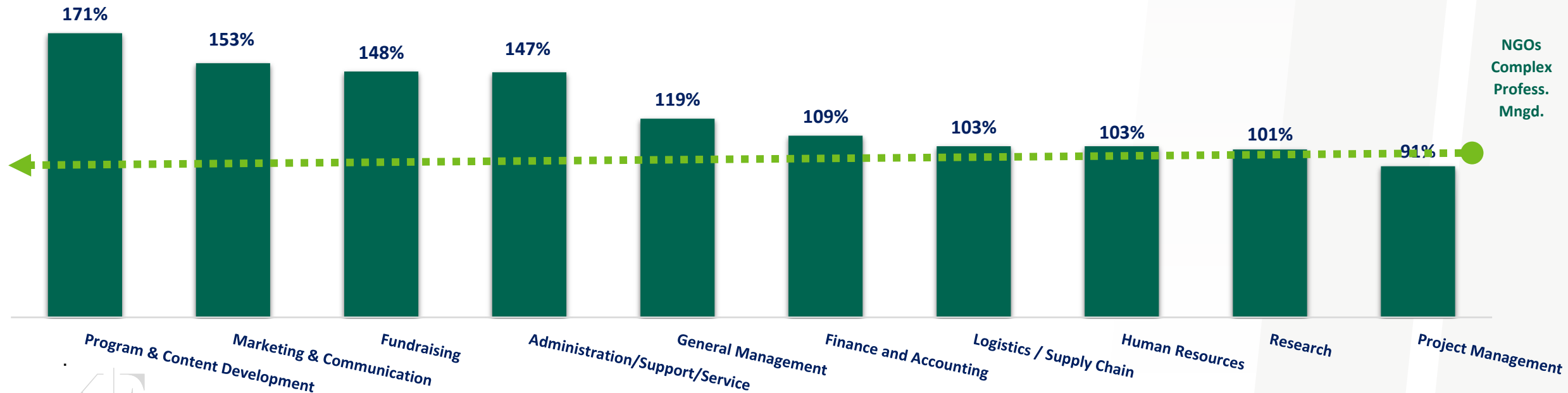
Pay Differential Across Job functions

Total cost to company

NGO Complex Profess. Mngd.

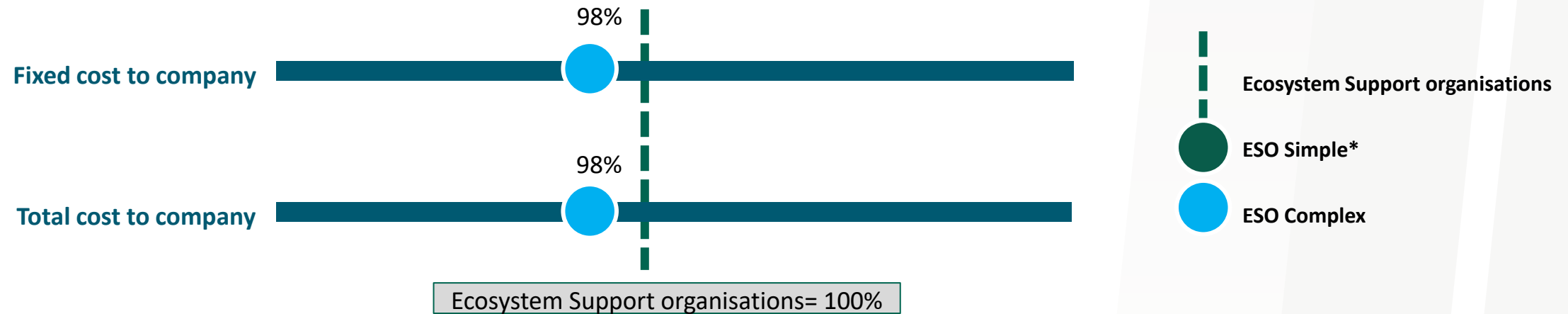
NGOs Complex Profess. Mngd. =
100%

- Except for **Project Management (91%)**, all other functions in NGOs Complex Professionally Managed organisations have a higher pay differential when compared with the overall NGOs Complex Professionally Managed organisations at FCTC. **Program and Content Development (171%)**, **Marketing & Communication (153%)**, and **Fundraising (148%)** have emerged as the top 3 paid functions in NGOs Complex Professionally Managed organisations.
- The pay differential marketing and communication function is **153%**, which implies that the average salaries paid in the marketing and communication department are **53% higher** than the average salaries paid by the organisations in NGOs Complex Professionally Managed archetype.



Overall Positioning –Ecosystem Support organisations & its Archetypes

Ecosystem Support organisations



- The average compa-ratio when we compare the median salaries in ESO Complex organisations are compared with the overall ecosystem support organisations is 98%.
- This implies that the average salaries paid in ESO complex organisations are just 2% lower than what is being in overall ecosystem support organisations.
- **ESO Simple does not have enough data and hence has not been reported*



Level Positioning – ESO Complex

	compa-ratio less than 70%
	compa-ratio more than 130%

- While we compare the median compensation of Ecosystem Complex organisations across each of levels with the overall Ecosystem support organisations, we have observed the **compa-ratio equivalent to 100% at most of the levels.**
- This implies that the compensation trends across each of the levels for ecosystem complex organisations is in line with the overall ESOs.
- The average compa-ratio is **98%** at both FCTC and TCTC.

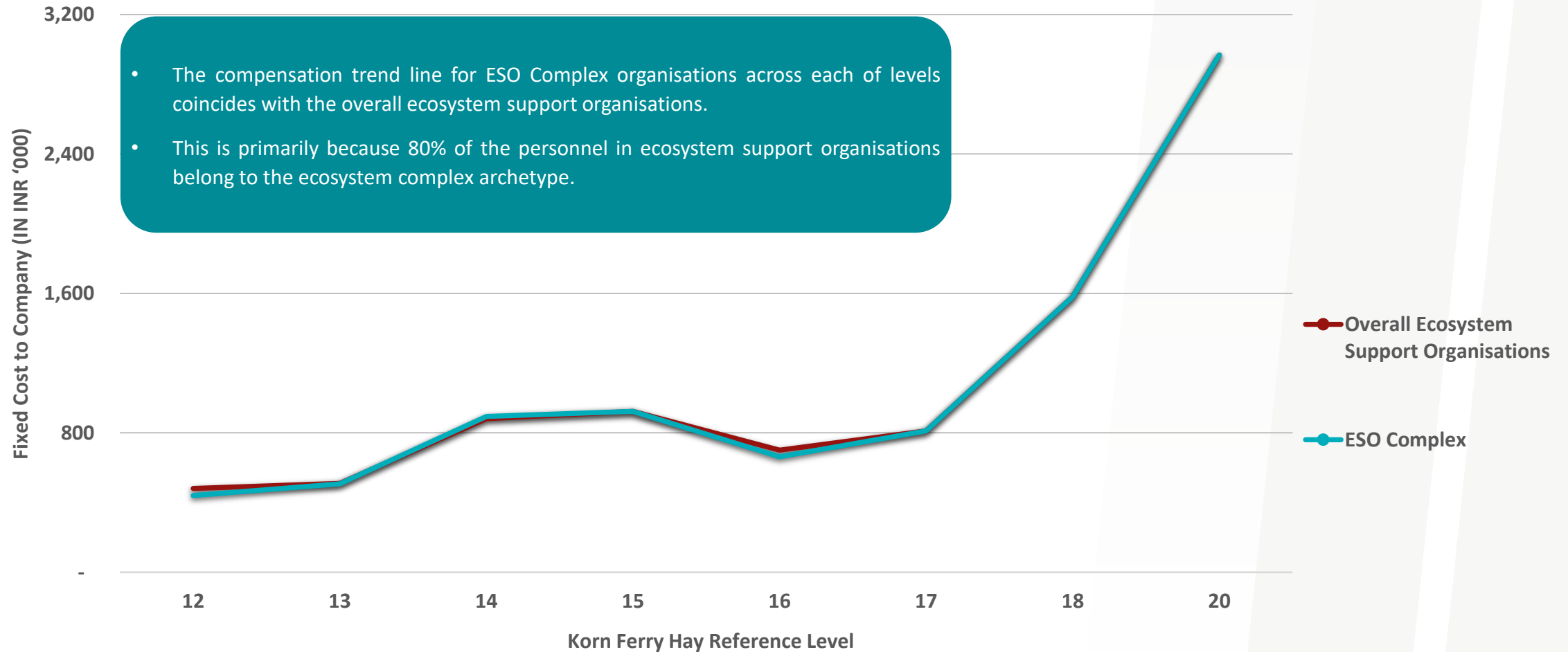
			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Ecosystem Support organisations	ESO Complex Median	Compa-ratio
12	5	54	4,80,424	4,40,220	92%
13	6	39	5,09,600	5,06,632	99%
14	6	68	8,81,494	8,92,996	101%
15	5	29	9,23,008	9,23,008	100%
16	6	35	7,00,450	6,62,498	95%
17	5	48	8,11,311	8,11,311	100%
18	5	38	15,79,814	15,79,814	100%
20	4	22	29,67,621	29,67,621	100%
Average	-	-	-	-	98%

Total cost to company		
Ecosystem Support organisations	ESO Complex Median	Compa-ratio
4,80,424	4,40,220	92%
5,09,600	5,06,632	99%
8,81,494	8,92,996	101%
9,23,008	9,23,008	100%
7,00,450	6,62,498	95%
8,11,311	8,11,311	100%
15,79,814	15,79,814	100%
29,67,621	29,67,621	100%
-	-	98%



Level Positioning – Ecosystem Support organisations and its Archetypes

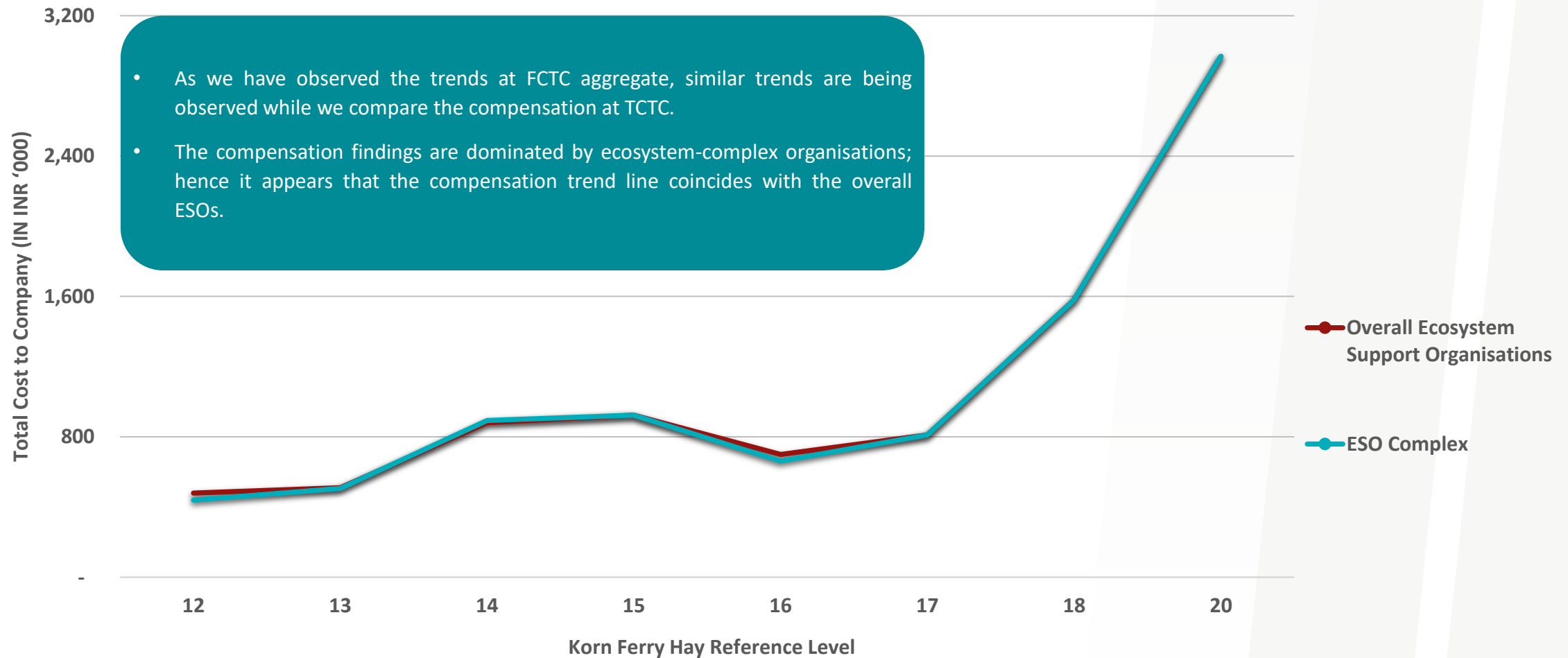
Fixed Cost to Company



*For ease of reading, salary graphs are represented in a slightly different fashion. Salaries are divided by 1000 and represented in the y axis. Lines for some categories are broken due to lack of enough data at few Korn Ferry Hay Reference Levels.

Level Positioning – Ecosystem Support organisations and its Archetypes

Total Cost to Company



*For ease of reading, salary graphs are represented in a slightly different fashion. Salaries are divided by 1000 and represented in the y axis. Lines for some categories are broken due to lack of enough data at few Korn Ferry Hay Reference Levels.


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Results – Region



Key Insights

Across all the regions in the social sector, highest compensation is paid to the personnel in East Region, followed by South, Central and North, with lowest compensation being paid in the west region.

South and Central region organisations have same average compa-ratio for both compensation aggregates - **103% at FCTC and 104% at TCTC**, this means compensation in these regions are 3% higher at FCTC and 4% higher at TCTC as compared to overall social sector

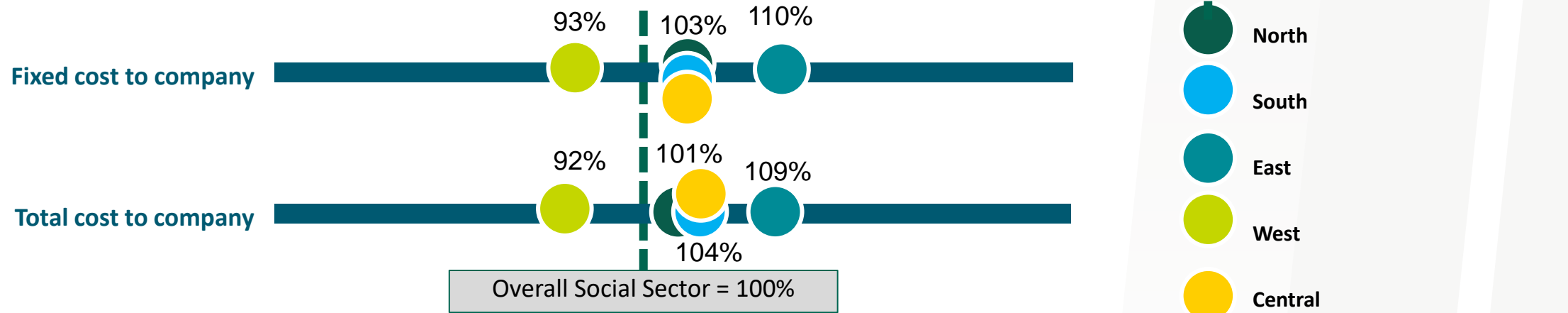
In **West region**, personnel at levels 8,11,12 and 20 are being paid higher compensation while all the other have a lower compensation as compared to overall social purpose organisations - **93% at FCTC and 92% at TCTC**, this means compensation in these regions are 7% lower at FCTC and 8% lower at TCTC as compared to overall social sector

In **North region**, personnel at levels 9 to 13 are being paid lower compensation while personnel at levels 14 to 20 are being paid higher compensation than overall personnel in social purpose organisations - **103% at FCTC and 101% at TCTC**, this means compensation in these regions are 3% higher at FCTC and 1% higher at TCTC as compared to overall social sector

In **East region**, personnel at levels 9 and 10 are being paid lower compensation while all the other have a higher compensation as compared to overall social purpose organisations - **110% at FCTC and 109% at TCTC**, this means compensation in these regions are 10% higher at FCTC and 9% higher at TCTC as compared to overall social sector



Overall Positioning – Different Regions

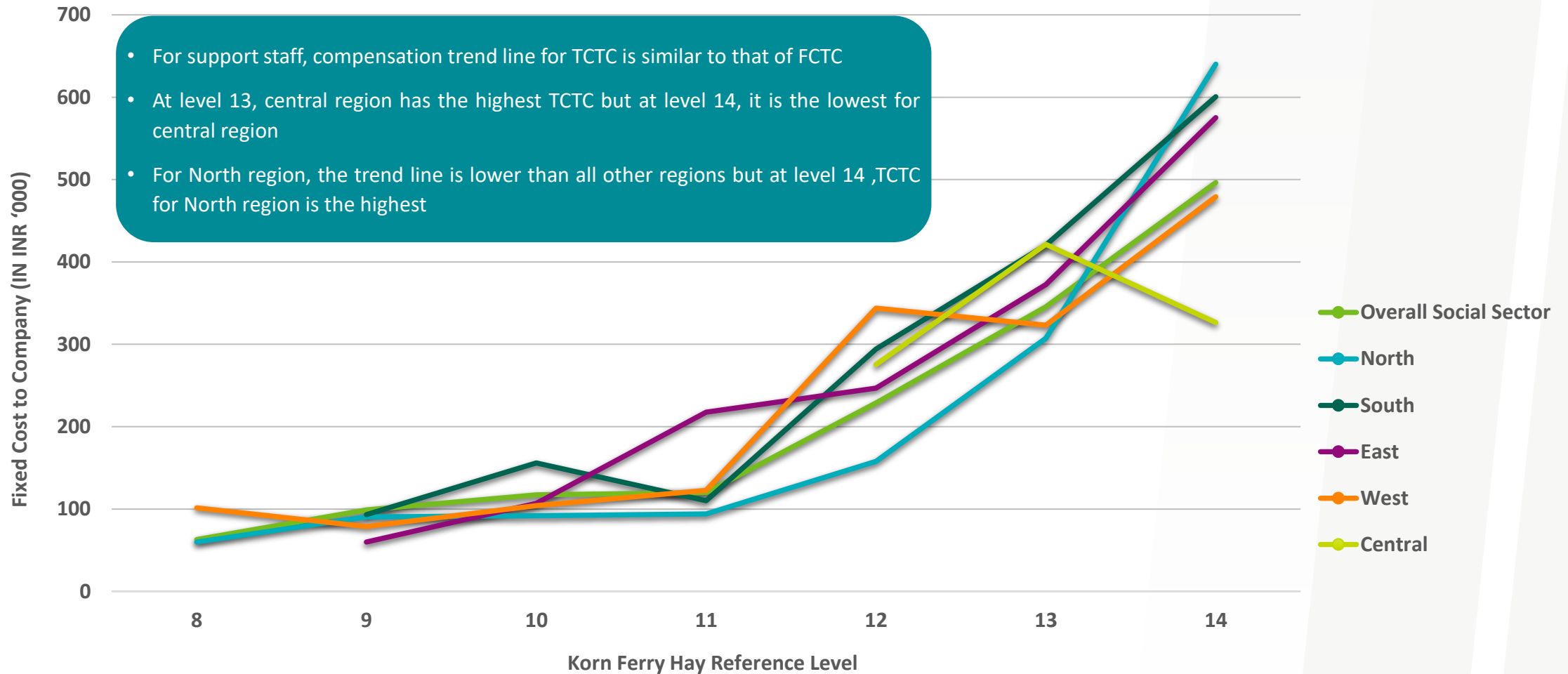


- All social purpose organisations in all regions except West have higher compa-ratio when compared to overall social purpose organisations
- **North and South regions** have an average compa-ratio of 103% at FCTC when compared with overall social purpose organisations. While for South region, average compa-ratio at TCTC is 104% and for North region it is 101% at TCTC. This means that compensation paid to personnel is higher in these regions as compared to overall social purpose organisations
- For **Central region**, average compa-ratio is 103% and 104% of overall social purpose organisations, i.e. compensation is 3% and 4% higher as compared to overall social sector. For **East region**, average compa-ratio is highest at 110% for FCTC and 109% for TCTC, i.e. compensation is 10% higher as compared to overall social sector.
- For **West region**, average compa-ratio is 93% at FCTC and 92% at TCTC. This means that compensation paid to personnel in west region is low when compared with overall social purpose organisations.

Level Positioning – Different Regions

(Support Staff)

Fixed Cost to Company

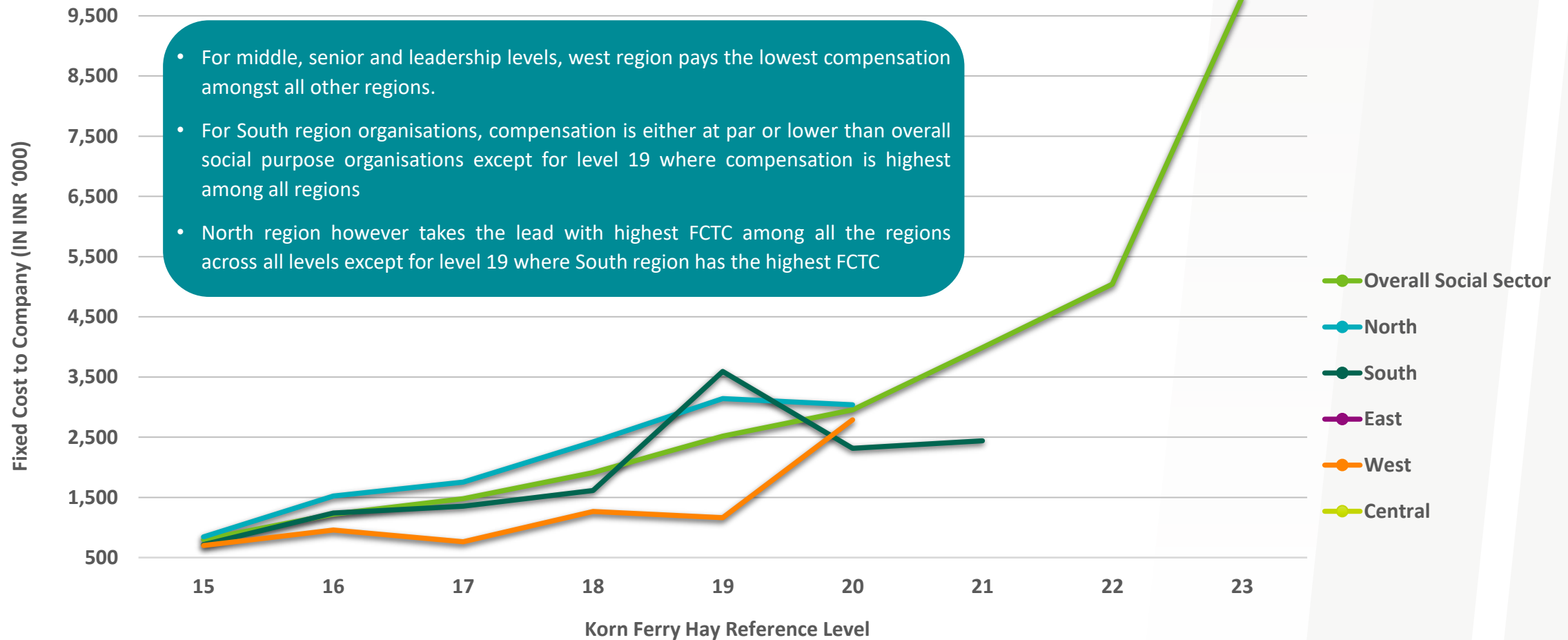


*For ease of reading, salary graphs are represented in a slightly different fashion. Salaries are divided by 1000 and represented in the y axis.
Lines for some categories are broken due to lack of enough data at few Korn Ferry Hay Reference Levels.

Level Positioning – Different Regions

(Middle, Senior & Leadership Level)

Fixed Cost to Company

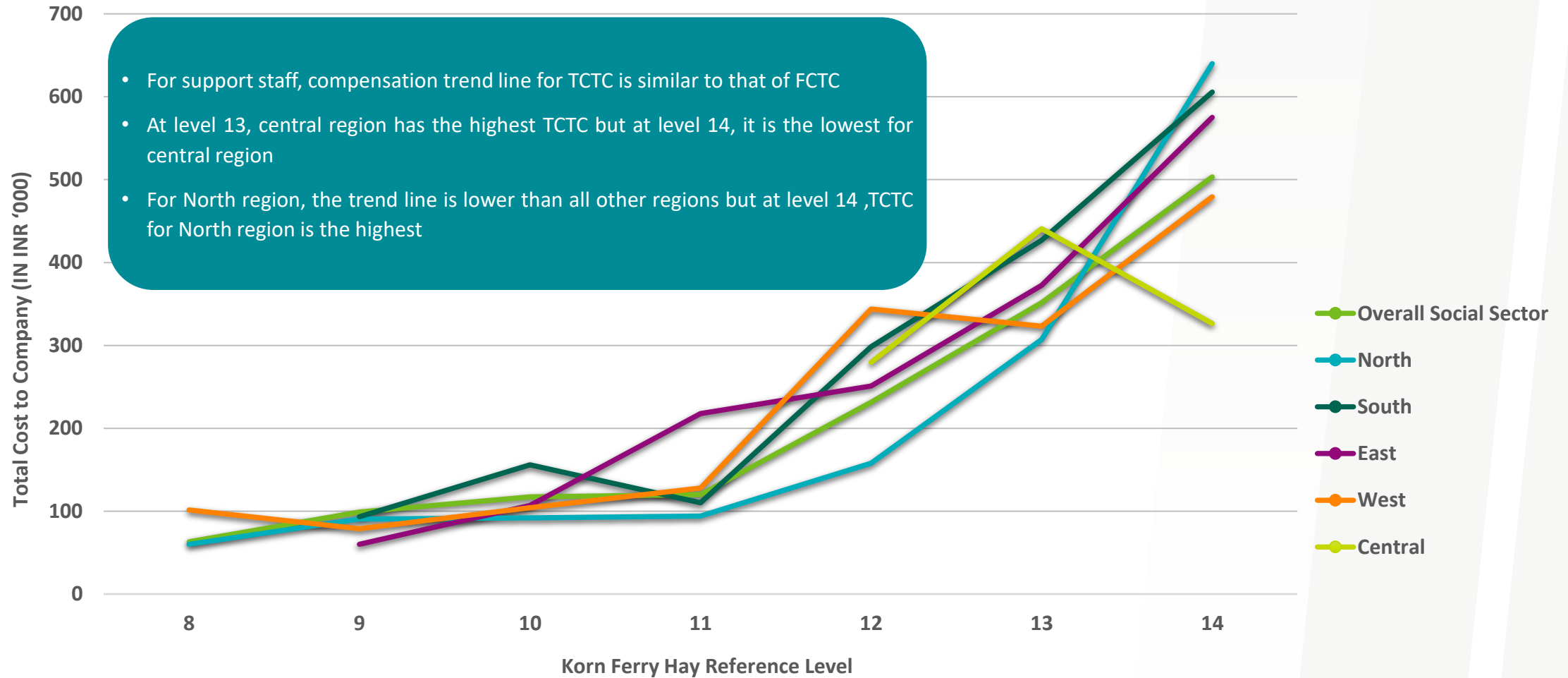


*For ease of reading, salary graphs are represented in a slightly different fashion. Salaries are divided by 1000 and represented in the y axis.
Lines for some categories are broken due to lack of enough data at few Korn Ferry Hay Reference Levels.

Level Positioning – Different Regions

(Support Staff)

Total Cost to Company

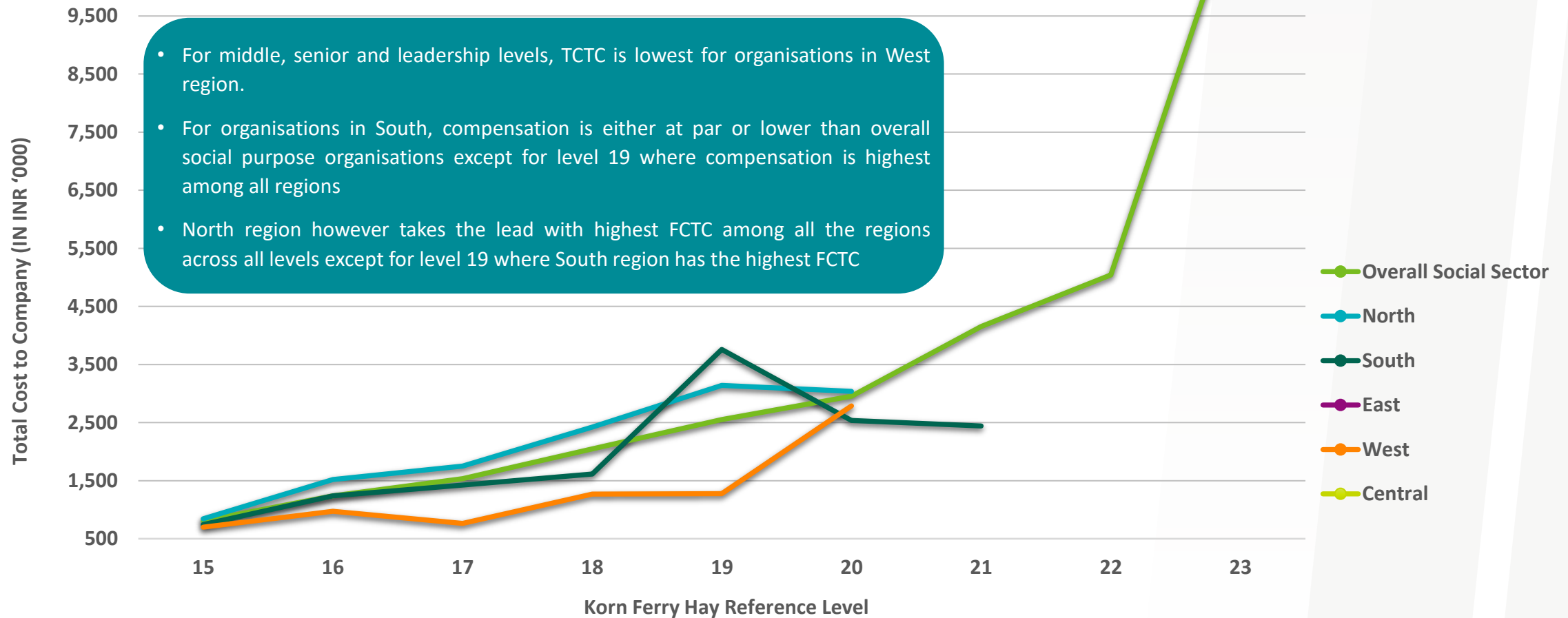


*For ease of reading, salary graphs are represented in a slightly different fashion. Salaries are divided by 1000 and represented in the y axis.
Lines for some categories are broken due to lack of enough data at few Korn Ferry Hay Reference Levels.

Level Positioning – Different Regions

(Middle, Senior & Leadership Level)

Total Cost to Company



*For ease of reading, salary graphs are represented in a slightly different fashion. Salaries are divided by 1000 and represented in the y axis.
Lines for some categories are broken due to lack of enough data at few Korn Ferry Hay Reference Levels.

Level Positioning – North Overall

compa-ratio less than 70%

compa-ratio more than 130%

- Overall compensation for organisations in North region is **competitive** when compared with the overall social purpose organisations
- The average compa-ratio is **103% at FCTC** and **101% at TCTC**
- The highest compa-ratio observed amongst all reference levels is at **level 14** where the compa-ratio is **129% at FCTC** and **127% at TCTC**
- Personnel at levels 9 to 13 are being paid lower compensation while personnel at levels 14 and above are being paid higher compensation than overall personnel in social purpose organisations

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall Social Sector	North	Compa-ratio
8	5	11	63,005	60,000	95%
9	6	61	99,000	90,456	91%
10	9	159	1,17,312	91,848	78%
11	9	241	1,20,000	94,128	78%
12	26	1110	2,28,649	1,57,770	69%
13	23	356	3,45,425	3,07,215	89%
14	20	243	4,96,273	6,40,028	129%
15	24	155	8,00,052	8,42,954	105%
16	18	67	12,23,088	15,20,657	124%
17	12	54	14,79,643	17,52,264	118%
18	11	20	19,09,950	24,21,565	127%
19	10	19	25,18,614	31,39,517	125%
20	8	13	29,52,443	30,36,373	103%
Average	-	-	-	-	103%

Total cost to company		
Overall Social Sector	North	Compa-ratio
63,005	60,000	95%
99,000	90,456	91%
1,17,312	91,848	78%
1,20,000	94,128	78%
2,31,258	1,57,770	68%
3,51,600	3,07,215	87%
5,03,376	6,40,028	127%
8,05,649	8,42,954	105%
12,40,000	15,20,657	123%
15,33,476	17,52,264	114%
20,47,030	24,21,565	118%
25,51,817	31,39,517	123%
29,52,443	30,36,373	103%
-	-	101%



Level Positioning – North

- Overall compensation for organisations in North region under NGOs and SEs category is **highly competitive** when compared with the overall NGOs and SEs organisations
- The average compa-ratio is **110% at FCTC** and **108% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 19** where the compa-ratio is **158% at FCTC** and **152% at TCTC**
- Personnel at levels 13 and below are being paid lower compensation while personnel at levels 14 and above are being paid higher compensation than personnel in overall NGOs and SEs organisations

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGOs and SEs	North	Compa-ratio
8	5	11	63,005	60,000	95%
9	6	61	99,000	90,456	91%
10	7	155	1,17,312	91,656	78%
11	7	237	1,16,562	93,600	80%
12	22	1080	2,22,778	1,54,704	69%
13	18	340	3,36,174	2,54,131	76%
14	16	210	4,44,976	6,36,919	143%
15	19	143	7,30,493	8,42,954	115%
16	15	56	11,80,867	15,27,550	129%
17	9	42	12,61,812	18,12,198	144%
18	7	14	18,06,060	25,51,171	141%
19	7	16	20,39,804	32,30,759	158%
20	7	12	28,54,153	30,65,155	107%
Average	-	-	-	-	110%

NGOs and SEs

compa-ratio less than 70%

compa-ratio more than 130%

Total cost to company		
Overall NGOs and SEs	North	Compa-ratio
63,005	60,000	95%
99,000	90,456	91%
1,17,312	91,656	78%
1,20,000	93,600	78%
2,28,656	1,54,704	68%
3,40,396	2,54,131	75%
4,44,976	6,36,919	143%
7,42,587	8,42,954	114%
12,02,412	15,27,550	127%
13,42,452	18,12,198	135%
18,31,401	25,51,171	139%
21,22,608	32,30,759	152%
28,54,153	30,65,155	107%
-	-	108%



Level Positioning – North

- Overall compensation for organisations in North region under NGO Complex Adhoc archetype is **competitive** when compared with the overall NGO complex Adhoc organisations
- The average compa-ratio is **110% at FCTC** and **109% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 14** where the compa-ratio is **156% at FCTC** and **152% at TCTC**
- Personnel at levels 13 and below are being lower compensation while personnel at levels 14 and above are being paid higher compensation than personnel in overall NGO complex Adhoc organisations

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGO Complex Adhoc	North	Compa-ratio
10	4	146	93,600	90,588	97%
12	8	954	1,62,832	1,49,796	92%
13	5	277	2,54,760	2,08,656	82%
14	6	108	3,85,183	5,99,052	156%
15	6	64	7,38,600	8,43,529	114%
16	7	26	13,34,780	16,14,004	121%
Average	-	-	-	-	110%

	compa-ratio less than 70%
	compa-ratio more than 130%

Total cost to company		
Overall NGO Complex Adhoc	North	Compa-ratio
93,600	90,588	97%
1,62,832	1,49,796	92%
2,61,816	2,08,656	80%
3,93,222	5,99,052	152%
7,51,760	8,43,529	112%
13,41,099	16,14,004	120%
-	-	109%



Level Positioning – North

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations in North region under NGO Complex Professionally Managed archetype is **highly competitive** when compared with the overall NGO complex professionally managed organisations
- The average compa-ratio is **127% at FCTC** and **126% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 16** where the compa-ratio is **142% at FCTC** and **138% for TCTC**
- Personnel at all levels are being higher compensation than the personnel in overall NGO complex professionally managed organisations

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGO Complex Professionally Managed	North	Compa-ratio
12	10	94	2,68,133	3,56,163	133%
13	9	45	4,53,011	5,54,939	123%
14	6	82	7,40,068	8,40,403	114%
15	9	71	7,18,978	8,97,713	125%
16	6	27	10,73,496	15,20,657	142%
17	6	30	14,04,313	18,01,439	128%
18	5	10	21,20,942	27,04,012	127%
Average	-	-	-	-	127%

Total cost to company		
Overall NGO Complex Professionally Managed	North	Compa-ratio
2,68,133	3,70,559	138%
4,53,011	5,54,939	120%
7,40,068	8,40,403	114%
7,18,978	8,97,713	121%
10,73,496	15,20,657	138%
14,04,313	18,01,439	123%
21,20,942	27,04,012	127%
-	-	126%

Level Positioning – North

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations in North region under Ecosystem Support organisations category is **less competitive** when compared with the overall ecosystem support organisations
- The average compa-ratio is **89% at FCTC** and **91% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 12** where the compa-ratio is **126% at both FCTC and TCTC**
- Except for level 12, personnel at all other levels are being paid lower compensation as compared to personnel in overall ecosystem support organisations

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall Ecosystem Support organisations	North	Compa-ratio
12	4	30	4,80,424	6,03,000	126%
13	5	16	5,09,600	3,61,989	71%
14	4	33	8,81,494	6,48,052	74%
15	5	12	9,23,008	8,80,823	95%
18	4	6	15,79,814	12,93,724	82%
Average	-	-	-	-	89%

Total cost to company		
Overall Ecosystem Support organisations	North	Compa-ratio
4,80,424	6,03,000	126%
5,09,600	3,61,989	71%
8,81,494	6,48,052	74%
9,23,008	8,80,823	95%
15,79,814	13,93,724	88%
-	-	91%



Level Positioning – North

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations in North region under ESO Complex archetype is **less competitive** when compared with the overall ESO complex organisations
- The average compa-ratio is **69% at FCTC** and **70% at TCTC**
- Level 14 has a higher compa-ratio as 73% at both FCTC and TCTC** as compared to LKF HRL 13

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall ESO Complex	North	Compa-ratio
13	4	14	5,06,632	3,36,385	66%
14	4	33	8,92,996	6,48,052	73%
Average	-	-	-	-	69%

Total cost to company		
Overall ESO Complex	North	Compa-ratio
5,06,632	3,44,685	68%
8,92,996	6,48,052	73%
-	-	70%

Level Positioning – South Overall

compa-ratio less than 70%

compa-ratio more than 130%

- Overall compensation for organisations in South region is **competitive** when compared with the overall social purpose organisations
- The average compa-ratio is **103% at FCTC** and **104% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 19** where the compa-ratio is **143% at FCTC** and **147% at TCTC**

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall Social Sector	South	Compa-ratio
9	4	16	99,000	93,195	94%
10	6	48	1,17,312	1,55,897	133%
11	9	53	1,20,000	1,10,100	92%
12	24	375	2,28,649	2,94,361	129%
13	23	172	3,45,425	4,20,516	122%
14	24	169	4,96,273	6,00,662	121%
15	18	142	8,00,052	7,13,983	89%
16	21	79	12,23,088	12,38,373	101%
17	16	54	14,79,643	13,54,736	92%
18	9	17	19,09,950	16,14,172	85%
19	6	11	25,18,614	35,92,254	143%
20	7	13	29,52,443	23,15,710	78%
21	5	5	39,88,826	24,41,038	61%
Average	-	-	-	-	103%

Total cost to company		
Overall Social Sector	South	Compa-ratio
99,000	93,195	94%
1,17,312	1,55,897	133%
1,20,000	1,10,100	92%
2,31,258	2,98,352	129%
3,51,600	4,26,920	121%
5,03,376	6,05,795	120%
8,05,649	7,44,143	92%
12,40,000	12,38,373	100%
15,33,476	14,25,345	93%
20,47,030	16,15,481	79%
25,51,817	37,56,699	147%
29,52,443	25,37,051	86%
41,52,840	24,41,038	59%
-	-	104%



compa-ratio less than 70%

compa-ratio more than 130%

Level Positioning – South

- Overall compensation for organisations in South region under NGOs and SEs category is **competitive** when compared with the overall NGOs and SEs organisations
- The average compa-ratio is **112% at FCTC** and **111% at TCTC**
- The highest compa-ratio observed amongst all Reference levels is at **level 19** where the compa-ratio is **176% at FCTC** and **173% at TCTC**

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGOs and SEs	South	Compa-ratio
9	4	16	99,000	93,195	94%
10	6	48	1,17,312	1,55,897	133%
11	9	53	1,16,562	1,10,100	94%
12	19	363	2,22,778	2,91,739	131%
13	21	168	3,36,174	4,18,020	124%
14	20	149	4,44,976	5,51,695	124%
15	16	136	7,30,493	6,99,585	96%
16	17	68	11,80,867	12,38,093	105%
17	14	51	12,61,812	12,01,394	95%
18	9	17	18,06,060	16,14,172	89%
19	4	6	20,39,804	35,83,937	176%
20	7	13	28,54,153	23,15,710	81%
Average	-	-	-	-	112%

Total cost to company		
Overall NGOs and SEs	Compa-ratio	Compa-ratio
99,000	93,195	94%
1,17,312	1,55,897	133%
1,20,000	1,10,100	92%
2,28,656	2,95,776	129%
3,40,396	4,20,516	124%
4,44,976	5,51,695	124%
7,42,587	7,27,527	98%
12,02,412	12,38,093	103%
13,42,452	12,01,394	89%
18,31,401	16,15,481	88%
21,22,608	36,74,477	173%
28,54,153	25,37,051	89%
-	-	111%



	compa-ratio less than 70%
	compa-ratio more than 130%

Level Positioning – South

- Overall compensation for organisations in South region under NGO Complex Adhoc archetype is **highly competitive** when compared with the overall NGO complex Adhoc organisations
- The average compa-ratio is **137% at FCTC** and **135% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 12** where the compa-ratio is **159% at both FCTC 185% at TCTC** with overall NGO complex Adhoc organisations
- Except for level 11, personnel at all other levels are being paid higher compensation when compared with personnel in overall NGO complex Adhoc organisations

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGO Complex Adhoc	South	Compa-ratio
11	4	27	98,544	90,312	92%
12	9	131	1,62,832	2,59,702	159%
13	12	94	2,54,760	3,79,606	149%
14	10	109	3,85,183	5,28,086	137%
15	8	77	7,38,600	8,67,388	117%
16	9	42	13,34,780	17,02,410	128%
17	7	16	13,45,462	29,99,133	223%
18	6	10	17,07,350	19,13,001	112%
20	4	6	29,03,505	33,58,916	116%
Average	-	-	-	-	137%

Total cost to company		
Overall NGO Complex Adhoc	South	Compa-ratio
99,468	90,312	91%
1,62,832	2,59,702	159%
2,61,816	3,85,054	147%
3,93,222	5,28,086	134%
7,51,760	8,78,656	117%
13,41,099	17,02,410	127%
14,68,773	29,99,133	204%
17,07,350	19,76,464	116%
29,03,505	34,64,017	119%
-	-	135%



Level Positioning – South

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations in South region under NGO Complex Professionally Managed archetype is **competitive** when compared with the overall NGO complex professionally managed organisations
- The average compa-ratio is **103% at FCTC** and **104% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 11** where the compa-ratio is **143% at both FCTC and TCTC**
- Personnel at levels 9 to 11 are being higher compensation while personnel at mid and levels 11 to 15 are being paid lower compensation than personnel in overall NGO Complex Professionally Managed organisations

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGO Complex Professionally Managed	South	Compa-ratio
11	5	26	2,17,627	3,11,722	143%
12	8	217	2,68,133	2,99,995	112%
13	6	63	4,53,011	4,99,439	110%
14	8	37	7,40,068	6,30,774	85%
15	6	57	7,18,978	5,01,406	70%
16	5	19	10,73,496	9,50,872	89%
17	4	32	14,04,313	9,69,037	69%
Average	-	-	-	-	103%

Total cost to company		
Overall NGO Complex Professionally Managed	South	Compa-ratio
2,17,627	3,11,722	143%
2,68,636	3,10,466	116%
4,61,375	4,99,439	108%
7,40,068	6,30,774	85%
7,40,819	5,49,797	74%
11,01,600	9,50,872	86%
14,66,686	10,62,022	72%
-	-	104%

Level Positioning – East Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations in East region is **competitive** when compared with the overall social purpose organisations
- The average compa-ratio is **110% at FCTC** and **109% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 11** where the compa-ratio is **181% at both FCTC and TCTC**
- Personnel at lower levels (9 and 10) are being lower compensation while personnel at mid and higher levels (11 to 15) are being paid higher compensation than overall NGOs and SEs

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall Social Sector	East	Compa-ratio
9	5	15	99,000	60,000	61%
10	4	23	1,17,312	1,06,860	91%
11	4	64	1,20,000	2,17,627	181%
12	11	231	2,28,649	2,46,679	108%
13	11	61	3,45,425	3,72,532	108%
14	6	53	4,96,273	5,75,196	116%
15	5	37	8,00,052	8,33,219	104%
Average	-	-	-	-	110%

Total cost to company		
Overall Social Sector	Compa-ratio	Compa-ratio
99,000	60,000	61%
1,17,312	1,06,860	91%
1,20,000	2,17,627	181%
2,31,258	2,50,877	108%
3,51,600	3,72,532	106%
5,03,376	5,75,196	114%
8,05,649	8,33,219	103%
-	-	109%



Level Positioning – East

- Overall compensation for organisations with East region under NGOs and SEs category is **competitive** when compared with the overall NGOs and SEs organisations
- The average compa-ratio is **115% at FCTC** and **113% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 11** where the compa-ratio is **187% at FCTC** and **181% at TCTC**
- Personnel at lower levels (9 and 10) are being lower compensation while personnel at mid and higher levels (11 to 15) are being paid higher compensation than overall NGOs and SEs



			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGOs and SEs	East	Compa-ratio
9	5	15	99,000	60,000	61%
10	4	23	1,17,312	1,06,860	91%
11	4	64	1,16,562	2,17,627	187%
12	11	231	2,22,778	2,46,679	111%
13	10	60	3,36,174	3,67,727	109%
14	5	52	4,44,976	5,74,848	129%
15	5	37	7,30,493	8,33,219	114%
Average	-	-	-	-	115%

NGOs and SEs

compa-ratio less than 70%

compa-ratio more than 130%

Total cost to company		
Overall NGOs and SEs	East	Compa-ratio
99,000	60,000	61%
1,17,312	1,06,860	91%
1,20,000	2,17,627	181%
2,31,258	2,50,877	110%
3,51,600	3,67,727	108%
5,03,376	5,74,848	129%
8,05,649	8,33,219	112%
-	-	113%

Level Positioning – East

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with East region under NGO Complex Adhoc archetype is **highly competitive** when compared with the overall NGO complex professionally managed Adhoc organisations
- The average compa-ratio is **128% at FCTC** and **126% at TCTC**
- compa-ratio for level 13 is higher as compared to **level 12 at 141% at FCTC** and **137% at TCTC**

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGO Complex Adhoc	East	Compa-ratio
12	4	25	1,62,832	1,86,311	114%
13	5	36	2,54,760	3,58,578	141%
Average	-	-	-	-	128%

Total cost to company		
Overall NGO Complex Adhoc	East	Compa-ratio
1,62,832	1,86,311	114%
2,61,816	3,58,578	137%
-	-	126%



Level Positioning – East

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with East region under NGO Complex Professionally Managed archetype is **competitive** when compared with the overall NGO complex professionally managed organisations
- The average compa-ratio is **110% at FCTC** and **109% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 15** where the compa-ratio is **112% at FCTC** and **109% at TCTC**.

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGO Complex Professionally Managed	East	Compa-ratio
12	7	206	2,68,133	2,61,392	97%
13	5	24	4,53,011	3,74,826	83%
15	4	33	7,18,978	8,04,095	112%
Average	-	-	-	-	110%

Total cost to company		
Overall NGO Complex Professionally Managed	East	Compa-ratio
2,68,636	2,61,930	98%
4,61,375	3,92,886	85%
7,40,819	8,04,095	109%
-	-	109%



Level Positioning – West Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with West region is **slightly less competitive** when compared with the overall social purpose organisations
- The average compa-ratio is **93% at FCTC** and **92% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 8** where the compa-ratio is **161% at both FCTC and TCTC**.

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall Social Sector	West	Compa-ratio
8	4	11	63,005	1,01,367	161%
9	4	10	99,000	78,762	80%
10	7	18	1,17,312	1,04,063	89%
11	10	73	1,20,000	1,22,544	102%
12	24	714	2,28,649	3,43,922	150%
13	21	570	3,45,425	3,23,233	94%
14	20	306	4,96,273	4,79,208	97%
15	14	157	8,00,052	6,99,012	87%
16	13	86	12,23,088	9,56,833	78%
17	10	68	14,79,643	7,64,430	52%
18	8	46	19,09,950	12,66,768	66%
19	9	33	25,18,614	11,61,537	46%
20	8	32	29,52,443	27,87,327	94%
22	5	9	50,40,138	50,40,138	100%
Average	-	-	-	-	93%

Total cost to company		
Overall Social Sector	West	Compa-ratio
63,005	1,01,367	161%
99,000	78,762	80%
1,17,312	1,04,063	89%
1,20,000	1,27,847	107%
2,31,258	3,43,956	149%
3,51,600	3,23,233	92%
5,03,376	4,79,208	95%
8,05,649	6,99,012	87%
12,40,000	9,71,076	78%
15,33,476	7,64,430	50%
20,47,030	12,66,768	62%
25,51,817	12,76,304	50%
29,52,443	27,87,327	94%
50,40,138	50,40,138	100%
-	-	92%



compa-ratio less than 70%

compa-ratio more than 130%

Level Positioning – West

- Overall compensation for organisations with West region under NGOs and SEs category is **slightly less competitive** when compared with the overall NGOs and SEs organisations
- The average compa-ratio is **95% at FCTC** and **94% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 18** where the compa-ratio is **161% at both FCTC and TCTC**.

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGOs and SEs	West	Compa-ratio
8	4	11	63,005	1,01,367	161%
9	4	10	99,000	78,762	80%
10	7	18	1,17,312	1,04,063	89%
11	9	72	1,16,562	1,20,303	103%
12	23	703	2,22,778	3,43,956	154%
13	17	559	3,36,174	3,18,109	95%
14	17	297	4,44,976	4,64,953	104%
15	12	155	7,30,493	6,99,012	96%
16	10	68	11,80,867	10,56,541	89%
17	7	31	12,61,812	7,24,921	57%
18	6	22	18,06,060	11,95,188	66%
19	7	27	20,39,804	11,35,257	56%
20	4	15	28,54,153	27,97,867	98%
22	4	4	51,11,762	39,68,439	78%
Average	-	-	-	-	95%

Total cost to company		
Overall NGOs and SEs	West	Compa-ratio
63,005	1,01,367	161%
99,000	78,762	80%
1,17,312	1,04,063	89%
1,20,000	1,27,048	106%
2,28,656	3,43,956	150%
3,40,396	3,18,109	93%
4,44,976	4,64,953	104%
7,42,587	6,99,012	94%
12,02,412	10,56,541	88%
13,42,452	7,28,393	54%
18,31,401	11,95,188	65%
21,22,608	11,35,257	53%
28,54,153	27,97,867	98%
51,11,762	43,93,439	86%
-	-	94%



Level Positioning – West

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with West region under NGO Complex Adhoc archetype is **slightly less competitive** when compared with the overall NGO complex Adhoc organisations
- The average compa-ratio is **93% at FCTC** and **92% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 12** where the compa-ratio is **151% at FCTC** and **152% at TCTC**

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGO Complex Adhoc	West	Compa-ratio
11	5	53	98,544	1,22,544	124%
12	12	257	1,62,832	2,46,577	151%
13	8	374	2,54,760	2,38,392	94%
14	11	262	3,85,183	4,44,000	115%
15	5	92	7,38,600	7,05,162	95%
16	7	44	13,34,780	12,55,648	94%
Average	-	-	-	-	93%

Total cost to company		
Overall NGO Complex Adhoc	West	Compa-ratio
99,468	1,27,847	129%
1,62,832	2,46,913	152%
2,61,816	2,38,392	91%
3,93,222	4,44,000	113%
7,51,760	7,05,162	94%
13,41,099	12,55,648	94%
-	-	92%



Level Positioning – West

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with West region under NGO Complex Professionally Managed archetype is **slightly less competitive** when compared with the overall NGO complex professionally managed organisations
- The average compa-ratio is **93% at FCTC** and **92% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 12** where the compa-ratio is **113% at FCTC** and **116% at TCTC**

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGO Complex Professionally Managed	West	Compa-ratio
10	4	8	1,17,312	1,12,138	96%
11	4	19	2,17,627	1,12,138	52%
12	8	78	2,68,133	3,03,610	113%
13	7	22	4,53,011	4,47,600	99%
14	4	13	7,40,068	4,47,600	60%
15	5	27	7,18,978	6,83,136	95%
Average	-	-	-	-	93%

Total cost to company		
Overall NGO Complex Professionally Managed	West	Compa-ratio
1,17,312	1,12,138	96%
2,17,627	1,12,138	52%
2,68,636	3,10,999	116%
4,61,375	4,47,600	97%
7,40,068	4,47,600	60%
7,40,819	6,83,136	92%
-	-	92%

Level Positioning – Central Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with Central region is **slightly less competitive** when compared with the overall social purpose organisations
- The average compa-ratio is **103% at FCTC** and **104% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 13** where the compa-ratio is **122% at both FCTC 122% at TCTC**.

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall Social Sector	Central	Compa-ratio
12	9	56	2,28,649	2,75,387	120%
13	7	16	3,45,425	4,21,250	122%
14	4	10	4,96,273	3,26,316	66%
Average	-	-	-	-	103%

Total cost to company		
Overall Social Sector	Central	Compa-ratio
2,31,258	2,79,617	120%
3,51,600	4,40,771	122%
5,03,376	3,26,316	66%
-	-	104%



Level Positioning – Central

compa-ratio less than 70%

compa-ratio more than 130%

- Overall compensation for organisations with Central region under NGOs and SEs category is **slightly less competitive** when compared with the overall NGOs and SEs organisations
- The average compa-ratio is **93% at FCTC** and **92% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 12** where the compa-ratio is **122% at both FCTC and TCTC**.
- Except for HRL 14, both the other 2 levels that are 12 and 13 have higher than overall NGOs and SEs compensation

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGOs and SEs	Central	Compa-ratio
12	8	55	2,22,778	2,71,633	122%
13	6	15	3,36,174	4,07,690	121%
14	4	10	4,44,976	3,26,316	73%
Average	-	-	-	-	93%

Total cost to company		
Overall NGOs and SEs	Central	Compa-ratio
2,28,656	2,79,600	122%
3,40,396	4,34,810	128%
4,44,976	3,26,316	73%
-	-	92%

Level Positioning – Central

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with Central region under NGO Complex Professionally Managed archetype is **competitive** when compared with the overall NGOs and SEs organisations
- compa-ratio at **level 12 is 106% at FCTC and 109% at FCTC**

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGOs and SEs	Central	Compa-ratio
12	5	36	2,68,133	2,83,776	106%
Average	-	-	-	-	106%

Total cost to company		
Overall NGOs and SEs	Central	Compa-ratio
2,68,636	2,94,106	109%
-	-	109%



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Results – Funding Size



Key Insights

Personnel in organisations with funding Sizes **≥INR 75 lakhs to < INR 150 lakhs) & above INR 7500 lakhs** are paid lesser compensation as compared to overall social sector. This is possibly because there are lesser number of organisations that fall into this category of funding size.

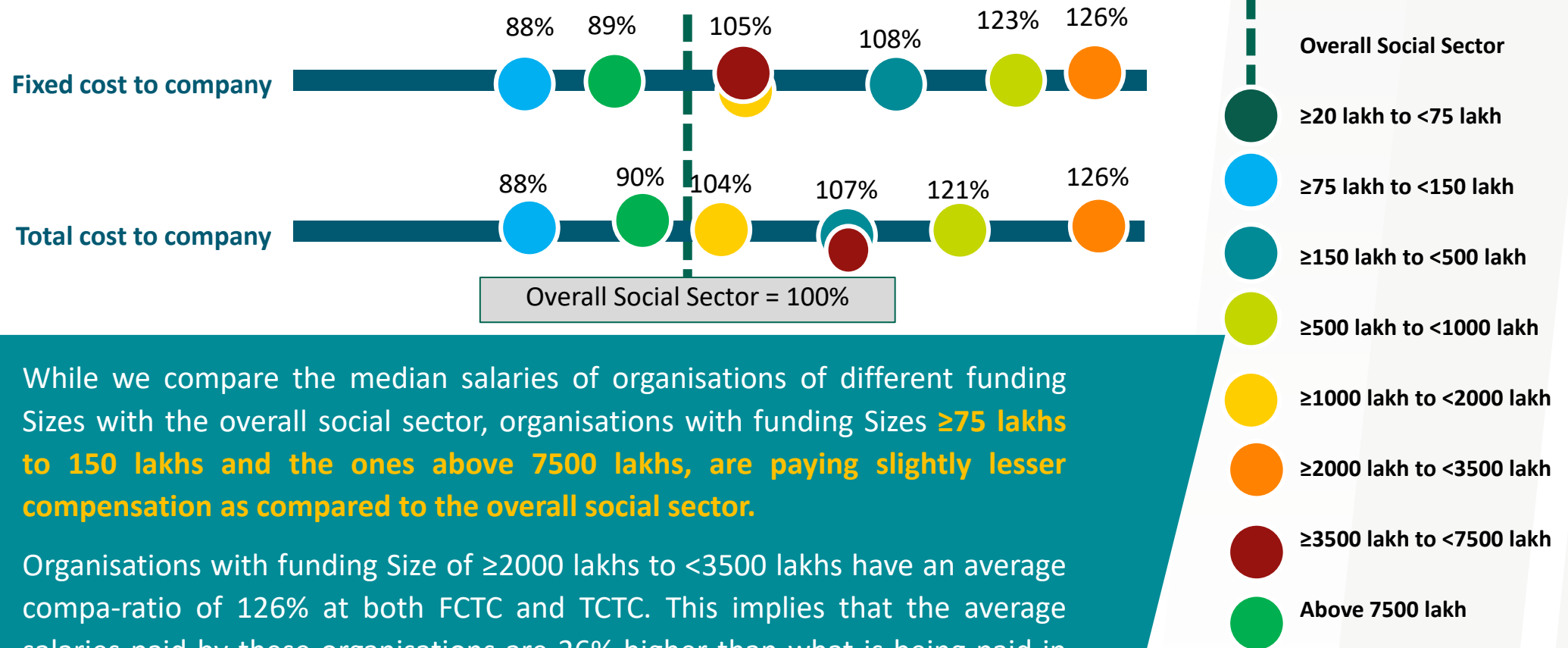
The average compa-ratio for organisations with funding Size above INR 7500 lakhs is **89% at FCTC and 90% at TCTC**. This implies that the average salaries paid at FCTC are 11% lower than what is being paid in overall social sector.

Organisations with funding Size ≥INR 2000 lakhs to < INR 3500 lakhs are paying the highest compensation amongst all other categories of funding Size as compared to overall social sector. The average compa-ratio at both FCTC and TCTC is 126%. This implies that the compensation paid in organisations with funding size INR 2000 Lakhs to INR 3500 Lakhs is 26% higher than the compensation paid in overall social sector.



Overall Positioning – Different Funding Sizes

Funding Size



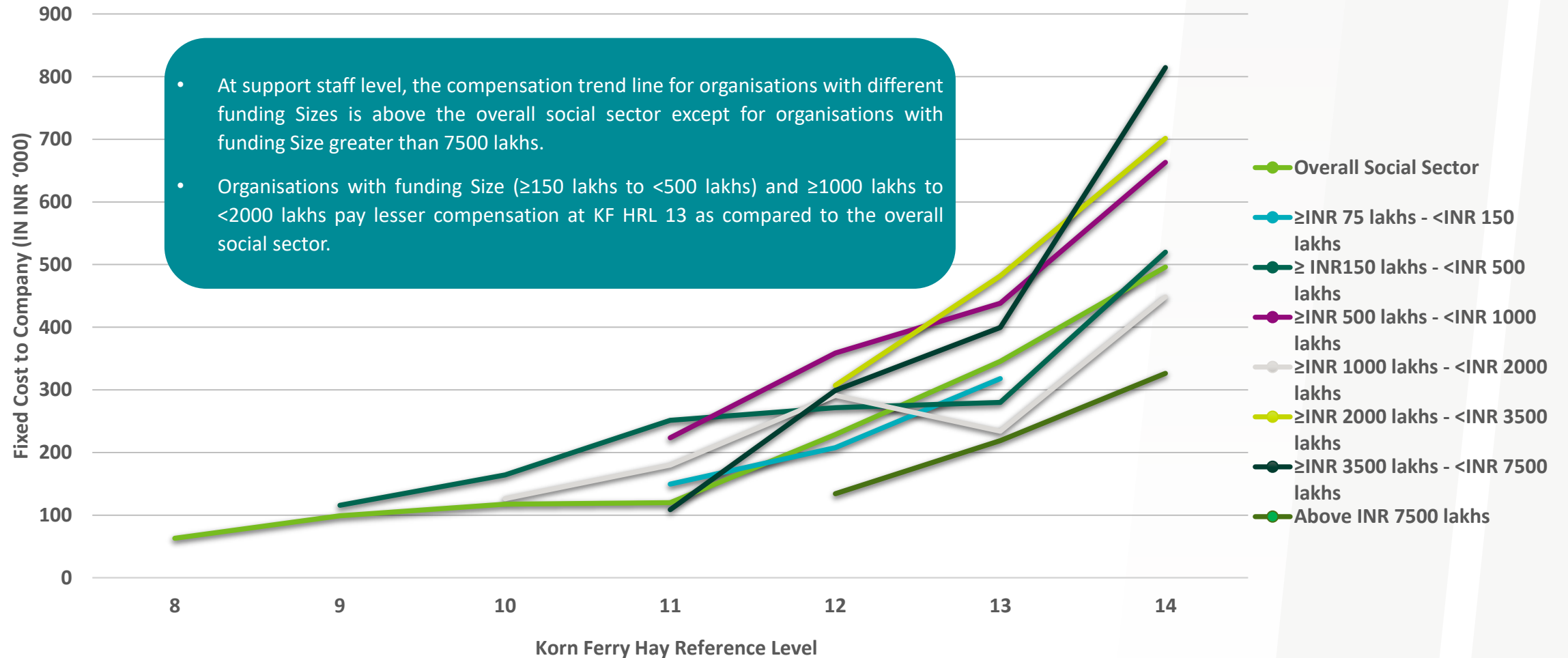
- While we compare the median salaries of organisations of different funding Sizes with the overall social sector, organisations with funding Sizes **≥75 lakhs to 150 lakhs and the ones above 7500 lakhs, are paying slightly lesser compensation as compared to the overall social sector.**
- Organisations with funding Size of ≥2000 lakhs to <3500 lakhs have an average compa-ratio of 126% at both FCTC and TCTC. This implies that the average salaries paid by these organisations are 26% higher than what is being paid in the overall social sector.

**organisations with 20 lakhs to 75 lakhs funding Size do not have enough data and hence have not been reported*

Level Positioning – Different Funding Sizes

(Support Staff)

Fixed Cost to Company



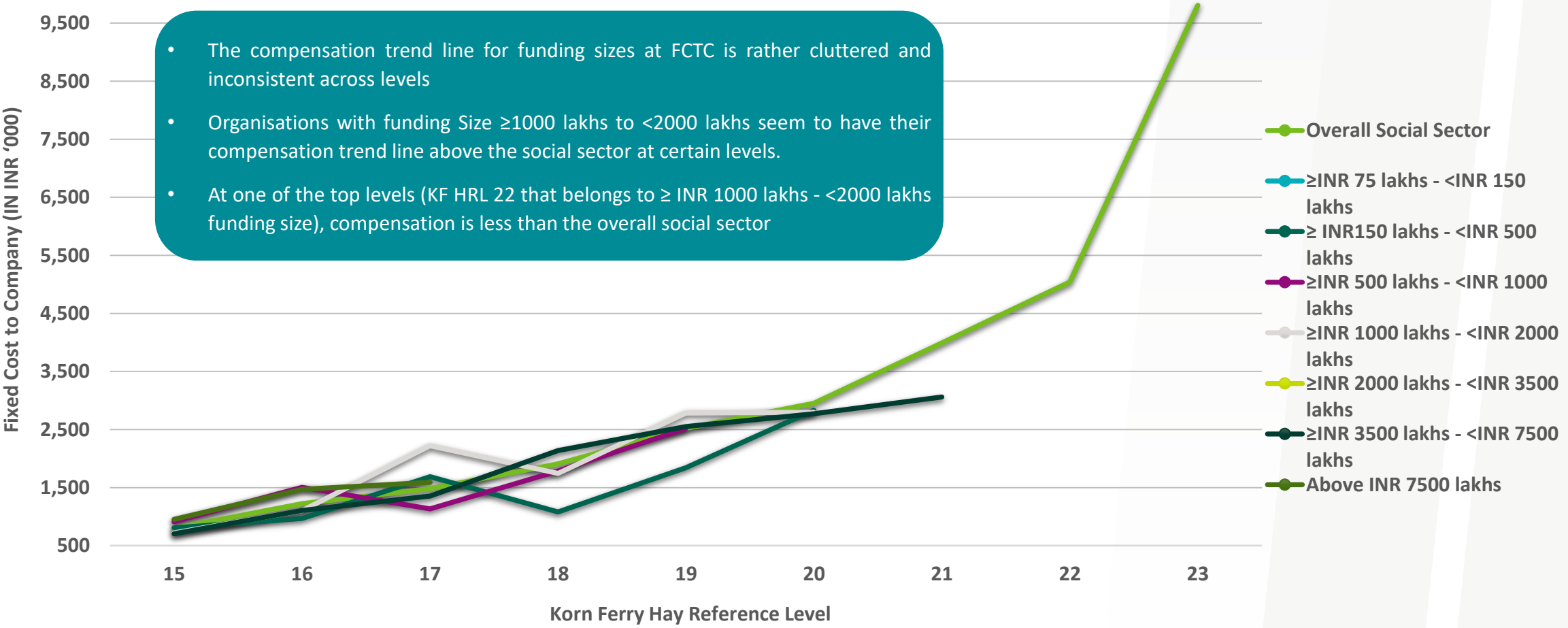
*For ease of reading, salary graphs are represented in a slightly different fashion. Salaries are divided by 1000 and represented in the y axis.
Lines for some categories are broken due to lack of enough data at few Korn Ferry Hay Reference Levels.

Note : Funding Sizes are in INR

Level Positioning – Different Funding Sizes

(Middle, Senior & Leadership Level)

Fixed Cost to Company

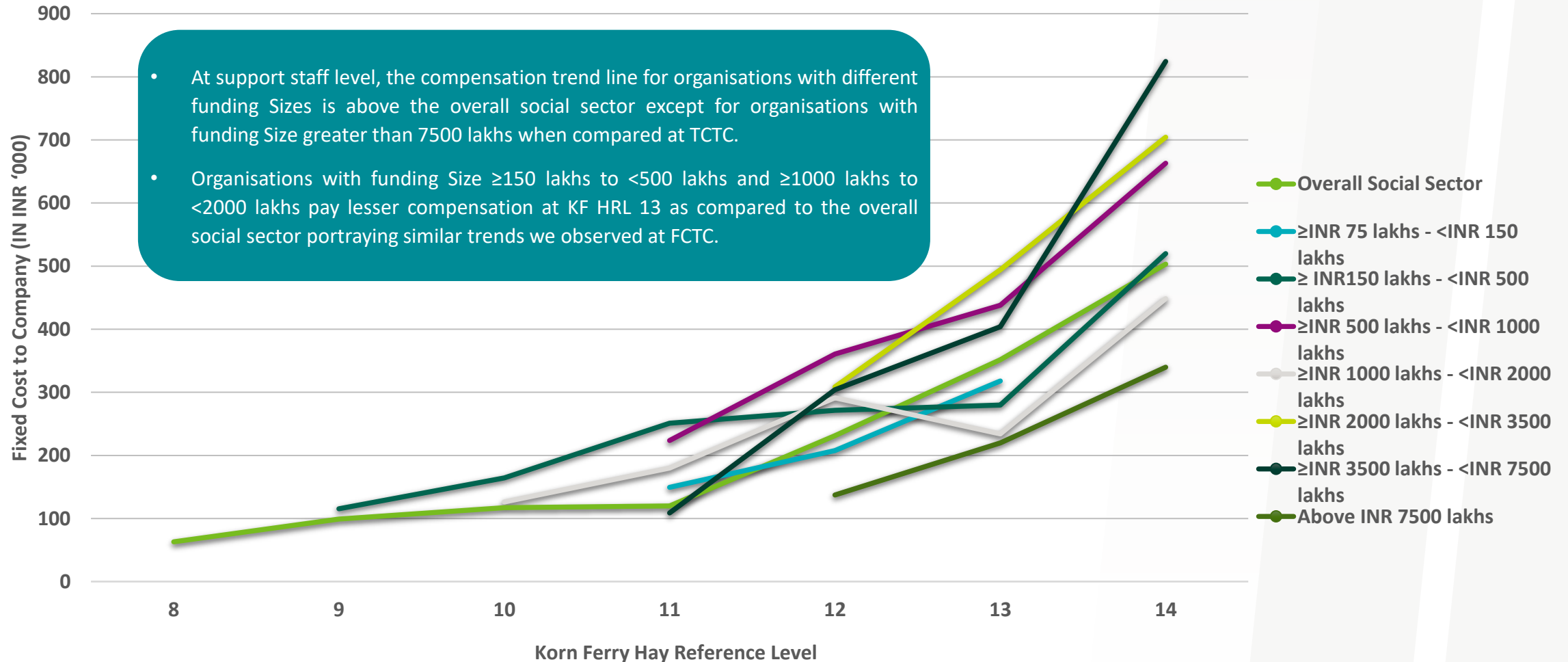


*For ease of reading, salary graphs are represented in a slightly different fashion. Salaries are divided by 1000 and represented in the y axis.
Lines for some categories are broken due to lack of enough data at few Korn Ferry Hay Reference Levels.

Level Positioning – Different Funding Sizes

(Support Staff)

Total Cost to Company



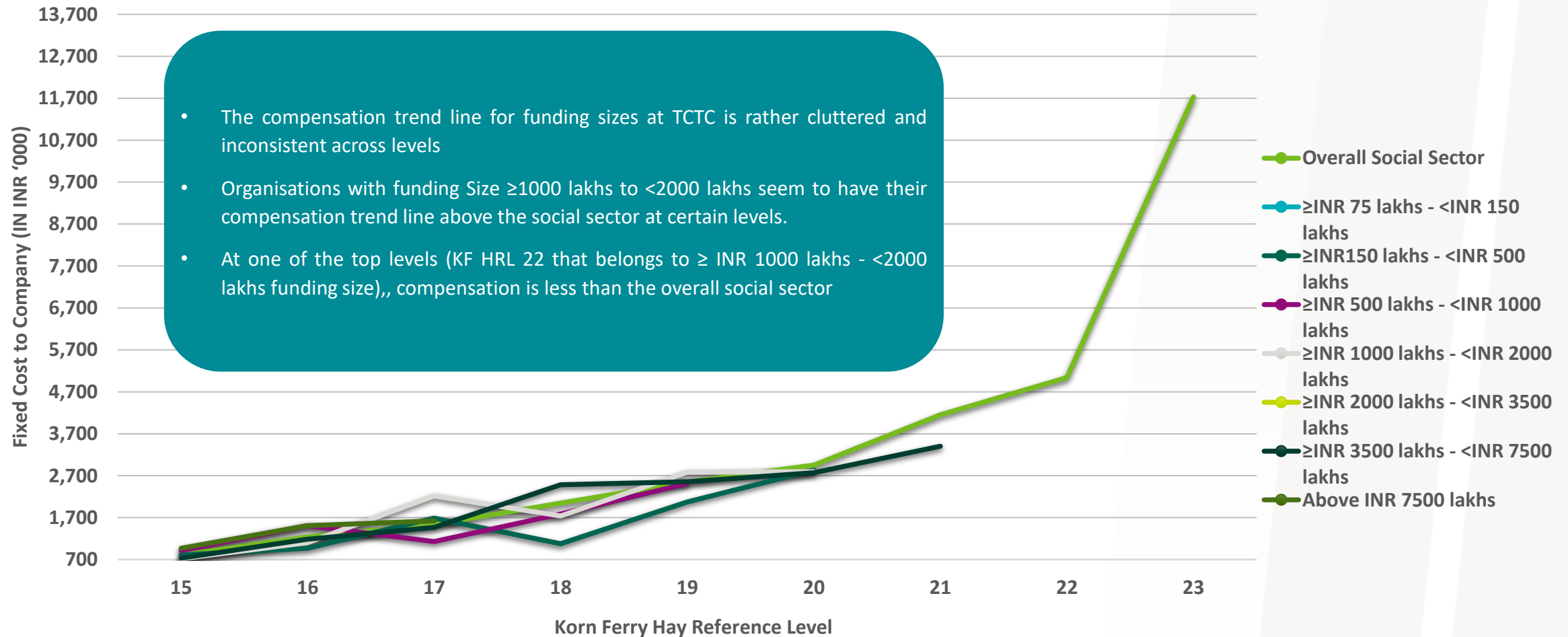
*For ease of reading, salary graphs are represented in a slightly different fashion. Salaries are divided by 1000 and represented in the y axis.
Lines for some categories are broken due to lack of enough data at few Korn Ferry Hay Reference Levels.

Note : Funding Sizes are in INR

Level Positioning – Different Funding Sizes

(Middle, Senior & Leadership Level)

Total Cost to Company



*For ease of reading, salary graphs are represented in a slightly different fashion. Salaries are divided by 1000 and represented in the y axis.
Lines for some categories are broken due to lack of enough data at few Korn Ferry Hay Reference Levels.

Note : Funding Sizes are in INR

Level Positioning – ≥INR 20 lakhs to <INR 75 lakhs Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Personnel in organisations with funding Size ≥INR 20 lakhs to <INR 75 lakhs at KF HRL 12 are **paid** higher compensation when compared with the overall social sector.

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall Social Sector	≥20 lakhs to <75 lakhs	Compa-ratio
12	4	33	228,649	2,40,000	105%
Average	-	-	-	-	105%

Total cost to company		
Overall Social Sector	≥20 lakhs to <75 lakhs	Compa-ratio
231,258	3,60,000	156%
-	-	156%



Level Positioning – ≥INR 75 lakhs to <INR 150 lakhs Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with funding Size ≥INR 75 lakhs to <INR 150 lakhs is slightly less competitive as compared to overall social sector The average compa-ratio is **88%** at FCTC and TCTC.
- Personnel in organisations with funding Size ≥INR 75 lakhs to <INR 150 lakhs are broadly **being paid** at par when compared with the overall social sector except at KF HRL 16.

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall Social Sector	≥75 lakhs to <150 lakhs	Compa-ratio
11	6	13	120,000	149,394	124%
12	8	31	228,649	207,840	91%
13	4	16	345,425	317,978	92%
16	4	10	1,223,088	528,000	43%
Average	-	-	-	-	88%

Total cost to company		
Overall Social Sector	≥75 lakhs to <150 lakhs	Compa-ratio
120,000	149,394	124%
231,258	207,840	90%
351,600	317,978	90%
1,240,000	572,000	46%
-	-	88%



Level Positioning – ≥INR 75 lakhs to <INR 150 lakhs

compa-ratio less than 70%

compa-ratio more than 130%

- Overall compensation for organisations with funding Size ≥INR 75 lakhs to <INR 150 lakhs under NGOs & SEs category is slightly less competitive as compared to overall NGOs & SEs. The average compa-ratio is **89% and 88%** at FCTC and TCTC respectively.
- Personnel in organisations with funding Size ≥INR 75 lakhs to <INR 150 lakhs are broadly **being paid** at par when compared with the overall NGOs & SEs organisations except at KF HRL 16.

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGO & SEs	≥75 lakhs to <150 lakhs	Compa-ratio
11	6	13	116,562	149,394	128%
12	8	31	222,778	207,840	93%
16	4	10	1,180,867	528,000	45%
Average	-	-	-	-	89%

Total cost to company		
Overall NGO & SEs	≥75 lakhs to <150 lakhs	Compa-ratio
120,000	149,394	124%
228,656	207,840	91%
1,202,412	572,000	48%
-	-	88%



Level Positioning – ≥INR 75 lakhs to <INR 150 lakhs

	compa-ratio less than 70%
	compa-ratio more than 130%

- Personnel in organisations with funding Size ≥INR 75 lakhs to <INR 150 lakhs under NGO Simple Adhoc archetype are **paid** higher compensation at KF HRL 12 when compared with the overall NGO Simple Adhoc organisations.

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGO Simple Adhoc	≥75 lakhs to <150 lakhs	Compa-ratio
12	4	21	1,80,000	207,840	115%
Average	-	-	-	-	115%

Total cost to company		
Overall NGO Simple Adhoc	≥75 lakhs to <150 lakhs	Compa-ratio
1,80,000	207,840	115%
-	-	115%



Level Positioning – ≥INR 150 lakhs to <INR 500 lakhs

Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with funding Size ≥INR 150 lakhs to <INR 500 lakhs is almost at par with the overall social sector. The average compa-ratio at FCTC is **108%** and at TCTC, it is **107%**.
- Personnel in organisations with funding Size ≥INR 150 lakhs to <INR 500 lakhs are being paid higher compensation at lower levels (KF HRL 10,11,12), while at higher levels (KF HRL 18,19), they are paid lesser compensation than the overall social sector.
- When we compare the median compensation across all KF hay reference levels, the lowest compa-ratio is observed at KF HRL 18 (**57% at FCTC and 53% at TCTC**)

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall Social Sector	≥150 lakhs to <500 lakhs	Compa-ratio
9	4	7	99,000	115,569	117%
10	4	14	117,312	164,300	140%
11	5	52	120,000	251,231	209%
12	13	419	228,649	271,467	119%
13	14	183	345,425	279,943	81%
14	14	163	496,273	519,970	105%
15	13	68	800,052	807,380	101%
16	10	37	1,223,088	967,931	79%
17	8	19	1,479,643	1,686,859	114%
18	6	7	1,909,950	1,080,000	57%
19	6	7	2,518,614	1,841,062	73%
20	7	7	2,952,443	2,831,511	96%
Average	-	-	-	-	108%

Total cost to company		
Overall Social Sector	≥150 lakhs to <500 lakhs	Compa-ratio
99,000	115,569	117%
117,312	164,300	140%
120,000	251,231	209%
231,258	271,467	117%
351,600	279,943	80%
503,376	519,970	103%
805,649	809,342	100%
1,240,000	967,931	78%
1,533,476	1,686,859	110%
2,047,030	1,080,000	53%
2,551,817	2,072,154	81%
2,952,443	2,831,511	96%
-	-	107%



Level Positioning – ≥INR 150 lakhs to <INR 500 lakhs

- Overall compensation for organisations with funding Size ≥INR 150 lakhs to <INR 500 lakhs under NGOs & SEs category is competitive with the overall NGOs & SEs organisations. The average compa-ratio at FCTC is **113%** and at TCTC, it is **112%**.
- Personnel in organisations with funding Size ≥INR 150 lakhs to <INR 500 lakhs are being paid higher compensation at lower levels (KF HRL 10,11,12), while at higher levels (KF HRL 16,18), they are paid lesser compensation than the overall NGOs & SEs organisations.
- When we compare the median compensation across all KF hay reference levels, the lowest compa-ratio is observed at KF HRL 18 (**57% at FCTC and 56% at TCTC**)

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGO & SEs	≥150 lakhs to <500 lakhs	Compa-ratio
9	4	7	99,000	115,569	117%
10	4	14	117,312	164,300	140%
11	5	52	116,562	251,231	216%
12	11	409	222,778	269,208	121%
13	13	177	336,174	270,000	80%
14	12	141	444,976	447,600	101%
15	11	56	730,493	791,130	108%
16	8	31	1,180,867	795,730	67%
17	8	19	1,261,812	1,686,859	134%
18	5	6	1,806,060	1,026,390	57%
19	5	5	2,039,804	2,407,035	118%
20	7	7	2,854,153	2,831,511	99%
Average	-	-	-	-	113%

NGOs & SEs

	compa-ratio less than 70%
	compa-ratio more than 130%

Total cost to company		
Overall NGO & SEs	≥150 lakhs to <500 lakhs	Compa-ratio
99,000	115,569	117%
117,312	164,300	140%
120,000	251,231	209%
228,656	269,208	118%
340,396	270,000	79%
444,976	480,284	108%
742,587	804,700	108%
1,202,412	809,769	67%
1,342,452	1,686,859	126%
1,831,401	1,026,390	56%
2,122,608	2,407,035	113%
2,854,153	2,831,511	99%
-	-	112%



Level Positioning – ≥INR 150 lakhs to <INR 500 lakhs

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with funding Size ≥INR 150 lakhs to <INR 500 lakhs under NGO Complex Adhoc archetype is competitive with the overall NGO Complex Adhoc organisations. The average compa-ratio at FCTC is **108%** and at TCTC, it is **107%**.
- When we compare the median compensation across all KF hay reference levels, the lowest compa-ratio is observed at KF HRL 16 (**60% at FCTC and 61% at TCTC**)

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGO Complex Adhoc	≥150 lakhs to <500 lakhs	Compa-ratio
12	4	203	162,832	271,467	167%
13	6	127	254,760	227,785	89%
14	6	87	385,183	444,685	115%
15	4	22	738,600	805,477	109%
16	5	21	1,334,780	800,380	60%
Average	-	-	-	-	108%

Total cost to company		
Overall NGO Complex Adhoc	≥150 lakhs to <500 lakhs	Compa-ratio
162,832	271,467	167%
261,816	227,785	87%
393,222	447,424	114%
751,760	807,611	107%
1,341,099	812,006	61%
-	-	107%



Level Positioning – ≥INR 500 lakhs to <INR 1000 lakhs

Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with funding Size ≥INR 500 lakhs to <INR 1000 lakhs is quite competitive when compared with the overall social sector. The average compa-ratio at FCTC is **123%** and at TCTC, it is **121%**.
- Personnel in organisations with funding Size ≥INR 500 lakhs to <INR 1000 lakhs are being paid higher compensation at lower levels (KF HRL 11,12,13,14).
- When we compare the median compensation across all KF hay reference levels, the highest compa-ratio is observed at KF HRL 11 (**186% at both FCTC and TCTC**)

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall Social Sector	≥500 lakhs to <1000 lakhs	Compa-ratio
11	4	10	120,000	223,513	186%
12	10	140	228,649	358,643	157%
13	9	120	345,425	438,104	127%
14	10	111	496,273	663,144	134%
15	10	77	800,052	913,158	114%
16	8	30	1,223,088	1,504,017	123%
17	4	14	1,479,643	1,131,578	76%
18	6	14	1,909,950	1,786,007	94%
19	5	7	2,518,614	2,515,549	100%
Average	-	-	-	-	123%

Total cost to company		
Overall Social Sector	≥500 lakhs to <1000 lakhs	Compa-ratio
120,000	223,513	186%
231,258	360,622	156%
351,600	438,104	125%
503,376	663,144	132%
805,649	913,158	113%
1,240,000	1,511,584	122%
1,533,476	1,131,578	74%
2,047,030	1,786,007	87%
2,551,817	2,515,549	99%
-	-	121%



compa-ratio less than 70%

compa-ratio more than 130%

Level Positioning – ≥INR 500 lakhs to <INR 1000 lakhs

- Overall compensation for organisations with funding Size ≥INR 500 lakhs to <INR 1000 lakhs under NGOs & SEs category is quite competitive with the overall NGOs & SEs organisations. The average compa-ratio at FCTC is **136%** and at TCTC, it is **134%**.
- Personnel in organisations with funding Size ≥INR 500 lakhs to <INR 1000 lakhs are being paid higher compensation across all levels when compared with overall NGOs & SEs organisations.
- When we compare the median compensation across all KF hay reference levels, the highest compa-ratio is observed at KF HRL 12 (**164%** at FCTC and **160%** at TCTC)

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGO & SEs	≥500 lakhs to <1000 lakhs	Compa-ratio
12	7	116	222,778	364,668	164%
13	6	98	336,174	442,058	131%
14	7	76	444,976	677,615	152%
15	7	70	730,493	928,153	127%
16	6	21	1,180,867	1,631,426	138%
18	5	11	1,806,060	1,864,663	103%
Average	-	-	-	-	136%

Total cost to company		
Overall NGO & SEs	≥500 lakhs to <1000 lakhs	Compa-ratio
228,656	366,904	160%
340,396	442,058	130%
444,976	677,615	152%
742,587	928,153	125%
1,202,412	1,631,426	136%
1,831,401	1,864,663	102%
-	-	134%



Level Positioning – ≥INR 500 lakhs to <INR 1000 lakhs

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with funding Size ≥INR 500 lakhs to <INR 1000 lakhs under NGO Complex Adhoc archetype is quite competitive with the overall NGO Complex Adhoc organisations. The average compa-ratio at FCTC is **161%** and at TCTC, it is **160%**.
- Personnel in organisations with funding Size ≥INR 500 lakhs to <INR 1000 lakhs are being paid higher compensation across all levels when compared with overall NGO Complex Adhoc organisations.
- When we compare the median compensation across all KF hay reference levels, the highest compa-ratio is observed at KF HRL 12 (**236% at FCTC and 237% at TCTC**)

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGO Complex x Adhoc	≥500 lakhs to <1000 lakhs	Compa-ratio
12	4	83	162,832	384,000	236%
13	4	77	254,760	374,665	147%
14	4	63	385,183	663,144	172%
15	4	58	738,600	970,043	131%
16	4	17	1,334,780	1,614,608	121%
Average	-	-	-	-	161%

			Total cost to company		
Overall NGO Complex Adhoc	≥500 lakhs to <1000 lakhs	Compa-ratio	Overall NGO Complex Adhoc	≥500 lakhs to <1000 lakhs	Compa-ratio
162,832	385,741	237%	162,832	385,741	237%
261,816	381,600	146%	261,816	381,600	146%
393,222	663,144	169%	393,222	663,144	169%
751,760	970,043	129%	751,760	970,043	129%
1,341,099	1,614,608	120%	1,341,099	1,614,608	120%
-	-	160%	-	-	160%



Level Positioning – ≥INR 1000 lakhs to <INR 2000 lakhs Overall

compa-ratio less than 70%

compa-ratio more than 130%

- Overall compensation for organisations with funding Size ≥INR 1000 lakhs to <INR 2000 lakhs is competitive when compared with the overall social sector. The average compa-ratio at FCTC is **105%** and at TCTC, it is **104%**.
- Personnel in organisations with funding Size ≥INR 1000 lakhs to <INR 2000 lakhs are paid higher compensation at levels (KF HRL 11,12,17).
- When we compare the median compensation across all KF hay reference levels, the highest compa-ratio is observed at KF HRL 11 (**150% at both FCTC and TCTC**)

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall Social Sector	≥1000 lakhs to <2000 lakhs	Compa-ratio
10	4	32	117,312	126,158	108%
11	4	72	120,000	179,805	150%
12	10	352	228,649	291,276	127%
13	10	344	345,425	233,913	68%
14	9	258	496,273	448,550	90%
15	9	123	800,052	720,000	90%
16	9	76	1,223,088	1,101,765	90%
17	7	18	1,479,643	2,219,775	150%
18	7	33	1,909,950	1,742,400	91%
19	4	8	2,518,614	2,781,209	110%
20	7	18	2,952,443	2,797,867	95%
22	4	4	50,40,138	4,672,076	93%
Average	-	-	-	-	105%

Total cost to company		
Overall Social Sector	≥1000 lakhs to <2000 lakhs	Compa-ratio
117,312	126,158	108%
120,000	179,805	150%
231,258	291,276	126%
351,600	233,913	67%
503,376	448,550	89%
805,649	720,000	89%
1,240,000	1,101,765	89%
1,533,476	2,219,775	145%
2,047,030	1,742,400	85%
2,551,817	2,781,209	109%
2,952,443	2,797,867	95%
50,40,138	4,810,050	95%
-	-	104%



compa-ratio less than 70%

compa-ratio more than 130%

Level Positioning – ≥INR 1000 lakhs to <INR 2000 lakhs

- Overall compensation for organisations with funding Size ≥INR 1000 lakhs to <INR 2000 lakhs under NGOs & SEs category is quite competitive with the overall NGOs & SEs organisations. The average compa-ratio at FCTC is **104%** and at TCTC, it is **101%**.
- Personnel in organisations with funding Size ≥INR 1000 lakhs to <INR 2000 lakhs are paid higher compensation at levels (KF HRL 11,17) when compared with overall NGOs & SEs organisations.
- When we compare the median compensation across all KF hay reference levels, the lowest compa-ratio is observed at KF HRL 18 (**68% at FCTC and 67% at TCTC**)

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGO & SEs	≥1000 lakhs to <2000 lakhs	Compa-ratio
10	4	32	117,312	126,158	108%
11	4	72	116,562	179,805	154%
12	8	328	222,778	283,355	127%
13	8	333	336,174	230,292	69%
14	7	245	444,976	434,353	98%
15	8	108	730,493	688,554	94%
16	6	63	1,180,867	950,872	81%
17	5	13	1,261,812	1,892,322	150%
18	5	22	1,806,060	1,220,136	68%
20	5	12	2,854,153	2,531,099	89%
Average	-	-	-	-	104%

Total cost to company		
Overall NGO & SEs	≥1000 lakhs to <2000 lakhs	Compa-ratio
117,312	126,158	108%
120,000	179,805	150%
228,656	283,355	124%
340,396	230,292	68%
444,976	434,353	98%
742,587	688,554	93%
1,202,412	950,872	79%
1,342,452	1,892,322	141%
1,831,401	1,220,136	67%
2,854,153	2,531,099	89%
-	-	101%

Level Positioning – ≥INR 1000 lakhs to <INR 2000 lakhs

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with funding Size ≥INR 1000 lakhs to <INR 2000 lakhs under NGO Complex Adhoc archetype is quite competitive with the overall NGO Complex Adhoc organisations. The average compa-ratio at FCTC is **112%** and at TCTC, it is **111%**.

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGO Complex Adhoc	≥1000 lakhs to <2000 lakhs	Compa-ratio
12	4	197	162,832	264,540	162%
13	4	278	254,760	220,818	87%
15	4	79	7,38,600	643,023	87%
Average	-	-	-	-	112%

Total cost to company		
Overall NGO Complex Adhoc	≥1000 lakhs to <2000 lakhs	Compa-ratio
162,832	264,540	162%
261,816	220,818	84%
751,760	643,023	86%
-	-	111%



Level Positioning – ≥INR 1000 lakhs to <INR 2000 lakhs

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with funding Size ≥INR 1000 lakhs to <INR 2000 lakhs under NGO Complex Professionally Managed archetype is competitive with the overall NGO Complex Professionally Managed organisations. The average compa-ratio at FCTC is **101%** and at TCTC, it is **99%**.
- Personnel in organisations with funding Size ≥INR 1000 lakhs to <INR 2000 lakhs are paid higher compensation across all levels when compared with overall NGO Complex Professionally Managed organisations except KF HRL 14 &16.
- When we compare the median compensation across all KF hay reference levels, the lowest compa-ratio is observed at KF HRL 16 (**56% at FCTC and 54% at TCTC**)

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGO Complex Professionally Managed	≥1000 lakhs to <2000 lakhs	Compa-ratio
12	4	131	268,133	303,276	113%
13	4	55	453,011	469,576	104%
14	4	48	740,068	574,296	78%
15	4	29	718,978	1,113,869	155%
16	4	39	1,073,496	600,008	56%
Average	-	-	-	-	101%

Total cost to company		
Overall NGO Complex Professionally Managed	≥1000 lakhs to <2000 lakhs	Compa-ratio
268,636	303,276	113%
461,375	469,576	102%
740,068	574,296	78%
740,819	1,113,869	150%
1,101,600	600,008	54%
-	-	99%

Level Positioning – ≥INR 2000 lakhs to <INR 3500 lakhs

Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with funding Size ≥INR 2000 lakhs to <INR 3500 lakhs is quite competitive when compared with the overall social sector. The average compa-ratio at both FCTC & TCTC is **126%**.
- Personnel in organisations with funding Size ≥INR 2000 lakhs to <INR 3500 lakhs are paid higher compensation across all levels.
- When we compare the median compensation across all KF hay reference levels, the highest compa-ratio is observed at KF HRL 14 (**141% at FCTC and 140% at TCTC**)

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall Social Sector	≥2000 lakhs to <3500 lakhs	Compa-ratio
12	5	170	228,649	307,148	134%
13	5	81	345,425	481,744	139%
14	5	72	496,273	701,441	141%
15	4	90	800,052	896,316	112%
19	4	7	2,518,614	2,558,346	102%
Average	-	-	-	-	126%

Total cost to company		
Overall Social Sector	≥2000 lakhs to <3500 lakhs	Compa-ratio
231,258	308,565	133%
351,600	494,324	141%
503,376	704,267	140%
805,649	925,584	115%
2,551,817	2,558,346	100%
-	-	126%



Level Positioning – ≥INR 2000 lakhs to <INR 3500 lakhs

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with funding Size ≥INR 2000 lakhs to <INR 3500 lakhs under NGOs & SEs category is quite competitive with the overall NGOs & SEs organisations. The average compa-ratio at both FCTC & TCTC is **137%**.
- Personnel in organisations with funding Size ≥INR 2000 lakhs to <INR 3500 lakhs are paid higher compensation across all levels when compared with overall NGOs & SEs organisations.
- When we compare the median compensation across all KF hay reference levels, the highest compa-ratio is observed at KF HRL 14 (**158% at both FCTC and TCTC**)

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGO & SEs	≥2000 lakhs to <3500 lakhs	Compa-ratio
12	5	170	222,778	307,148	138%
13	5	81	336,174	481,744	143%
14	5	72	444,976	701,441	158%
15	4	90	730,493	896,316	123%
19	4	7	2,039,804	2,558,346	125%
Average	-	-	-	-	137%

Total cost to company		
Overall NGO & SEs	≥2000 lakhs to <3500 lakhs	Compa-ratio
228,656	308,565	135%
340,396	494,324	145%
444,976	704,267	158%
742,587	925,584	125%
2,122,608	2,558,346	121%
-	-	137%



Level Positioning – ≥INR 2000 lakhs to <INR 3500 lakhs

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with funding Size ≥INR 2000 lakhs to <INR 3500 lakhs under NGO Complex Adhoc archetype is quite competitive with the overall NGO Complex Adhoc organisations. The average compa-ratio at FCTC is **167%** and at TCTC, it is **168%**.
- Personnel in organisations with funding Size ≥INR 2000 lakhs to <INR 3500 lakhs are paid higher compensation across all levels when compared with overall NGO Complex Adhoc organisations.
- When we compare the median compensation across all KF hay reference levels, the highest compa-ratio is observed at KF HRL 13 (**185% at both FCTC and TCTC**)

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGO Complex Adhoc	≥2000 lakhs to <3500 lakhs	Compa-ratio
12	4	105	162,832	241,243	148%
13	4	70	254,760	471,801	185%
14	4	50	385,183	644,679	167%
Average	-	-	-	-	167%

Total cost to company		
Overall NGO Complex Adhoc	≥2000 lakhs to <3500 lakhs	Compa-ratio
162,832	241,243	148%
261,816	483,125	185%
393,222	672,301	171%
-	-	168%



Level Positioning – ≥INR 3500 lakhs to <INR 7500 lakhs

Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with funding Size ≥INR 3500 lakhs to <INR 7500 lakhs is competitive when compared with the overall social sector. The average compa-ratio at FCTC is **105%** & at TCTC is **107%**.
- Personnel in organisations with funding Size ≥INR 3500 lakhs to <INR 7500 lakhs are paid either at par or above across all levels when compared with the overall social sector except at KF HRL 21.
- When we compare the median compensation across all KF pay reference levels, the highest compa-ratio is observed at KF HRL 14 (**164% at both FCTC and TCTC**)

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall Social Sector	≥3500 lakhs to <7500 lakhs	Compa-ratio
11	4	71	120,000	108,845	91%
12	9	1347	228,649	298,999	131%
13	7	429	345,425	399,709	116%
14	8	174	496,273	814,632	164%
15	8	257	800,052	703,320	88%
16	9	154	1,223,088	1,105,312	90%
17	10	184	1,479,643	1,354,736	92%
18	7	75	1,909,950	2,136,510	112%
19	9	72	2,518,614	2,551,817	101%
20	7	34	2,952,443	2,770,906	94%
21	4	13	3,988,826	3,060,564	77%
23	5	10	9,807,000	9,807,000	100%
Average	-	-	-	-	105%

Total cost to company		
Overall Social Sector	≥3500 lakhs to <7500 lakhs	Compa-ratio
120,000	108,845	91%
231,258	304,265	132%
351,600	403,915	115%
503,376	824,525	164%
805,649	735,305	91%
1,240,000	1,183,340	95%
1,533,476	1,465,686	96%
2,047,030	2,483,000	121%
2,551,817	2,555,539	100%
2,952,443	2,770,906	94%
4,152,840	3,400,404	82%
11,729,666	12,379,666	106%
-	-	107%

Level Positioning – ≥INR 3500 lakhs to <INR 7500 lakhs

- Overall compensation for organisations with funding Size ≥INR 3500 lakhs to <INR 7500 lakhs under NGOs & SEs category is quite competitive with the overall NGOs & SEs organisations. The average compa-ratio at FCTC is **104%** & **105%** at TCTC.
- Personnel in organisations with funding Size ≥INR 3500 lakhs to <INR 7500 lakhs are paid higher compensation at lower levels(KF HRL 12,13,14) and lesser compensation at levels 17 & 18 when compared with overall NGOs & SEs organisations.
- When we compare the median compensation across all KF hay reference levels, the lowest compa-ratio is observed at KF HRL 19 (**65% at FCTC and 62% at TCTC**)

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGO & SEs	≥3500 lakhs to <7500 lakhs	Compa-ratio
12	6	1322	222,778	298,346	134%
13	5	410	336,174	393,761	117%
14	6	120	444,976	753,157	169%
15	6	179	730,493	616,583	84%
16	5	44	1,180,867	927,306	79%
17	6	76	1,261,812	825,237	65%
18	5	18	1,806,060	1,829,381	101%
19	6	32	2,039,804	1,321,589	65%
20	4	15	2,854,153	3,572,660	125%
Average	-	-	-	-	104%

Total cost to company		
Overall NGO & SEs	≥3500 lakhs to <7500 lakhs	Compa-ratio
228,656	300,499	131%
340,396	395,380	116%
444,976	753,157	169%
742,587	633,829	85%
1,202,412	965,706	80%
1,342,452	904,173	67%
1,831,401	1,925,951	105%
2,122,608	1,321,589	62%
2,854,153	3,708,301	130%
-	-	105%

compa-ratio less than 70%

compa-ratio more than 130%



Level Positioning – ≥INR 3500 lakhs to <INR 7500 lakhs

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with funding Size ≥INR 3500 lakhs to <INR 7500 lakhs under NGO Complex Professionally Managed archetype is slightly less competitive with the overall NGO Complex Professionally Managed organisations. The average compa-ratio at FCTC is **99%** and at TCTC, it is **98%**.
- Personnel in organisations with funding Size ≥INR 3500 lakhs to <INR 7500 lakhs are paid higher compensation at levels 14 & 19 when compared with overall NGO Complex Professionally Managed organisations.
- When we compare the median compensation across all KF hay reference levels, the lowest compa-ratio is observed at KF HRL 17 (**67% at FCTC and 71% at TCTC**)

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall Complex Professionally Managed	≥3500 lakhs to <7500 lakhs	Compa-ratio
12	4	874	268,133	240,244	90%
14	4	57	740,068	1,103,445	149%
15	4	114	718,978	502,703	70%
17	4	53	1,404,313	944,191	67%
18	4	17	2,120,942	1,827,360	86%
19	4	11	2,521,680	3,139,517	125%
Average	-	-	-	-	98%

Total cost to company		
Overall Complex Professionally Managed	≥3500 lakhs to <7500 lakhs	Compa-ratio
268,636	247,373	92%
740,068	1,103,445	149%
740,819	536,228	72%
1,466,686	1,034,492	71%
2,120,942	1,944,000	92%
2,802,000	3,139,517	112%
-	-	98%

Level Positioning – Above INR 7500 lakhs Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with funding Size above ≥INR 7500 lakhs is slightly less competitive when compared with the overall social sector. The average compa-ratio at FCTC is **89%** & at TCTC is **90%**.
- Personnel in organisations with funding Size above ≥INR 7500 lakhs are paid higher compensation at KF HRL 15,16,17 and lesser compensation at levels 12,13,14 when compared with the overall social sector.
- When we compare the median compensation across all KF hay reference levels, the lowest compa-ratio is observed at KF HRL 12 (**59% at both FCTC and TCTC**)

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall Social Sector	Above 7500 lakhs	Compa-ratio
12	4	1470	228,649	134,335	59%
13	4	317	345,425	218,904	63%
14	4	433	496,273	326,270	66%
15	4	115	800,052	951,300	119%
16	4	55	1,223,088	1,470,086	120%
17	4	52	1,479,643	1,591,467	108%
Average	-	-	-	-	89%

Total cost to company		
Overall Social Sector	Above 7500 lakhs	Compa-ratio
231,258	137,358	59%
351,600	219,732	62%
503,376	339,780	68%
805,649	969,974	120%
1,240,000	1,511,438	122%
1,533,476	1,623,564	106%
-	-	90%

Level Positioning – Above INR 7500 lakhs

- Overall compensation for organisations with funding Size above \geq INR 7500 lakhs under NGOs & SEs category is slightly less competitive with the overall NGOs & SEs organisations. The average compa-ratio at FCTC is **97%** & **96%** at TCTC.
- Personnel in organisations with funding Size above \geq INR 7500 lakhs are paid higher compensation at levels(KF HRL 15,16,17) and lesser compensation at levels (12,13,14) when compared with overall NGOs & SEs organisations.
- When we compare the median compensation across all KF hay reference levels, the lowest compa-ratio is observed at KF HRL 12 (**60% at both FCTC and TCTC**)

NGOs & SEs

compa-ratio less than 70%

compa-ratio more than 130%

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGO & SEs	Above 7500 lakhs	Compa-ratio
12	4	1470	222,778	134,335	60%
13	4	317	336,174	218,904	65%
14	4	433	444,976	326,270	73%
15	4	115	730,493	951,300	130%
16	4	55	1,180,867	1,470,086	124%
17	4	52	1,261,812	1,591,467	126%
Average	-	-	-	-	97%

Total cost to company		
Overall NGO & SEs	Above 7500 lakhs	Compa-ratio
228,656	137,358	60%
340,396	219,732	65%
444,976	339,780	76%
742,587	969,974	131%
1,202,412	1,511,438	126%
1,342,452	1,623,564	121%
-	-	96%



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Results – Headcount Size



Key Insights

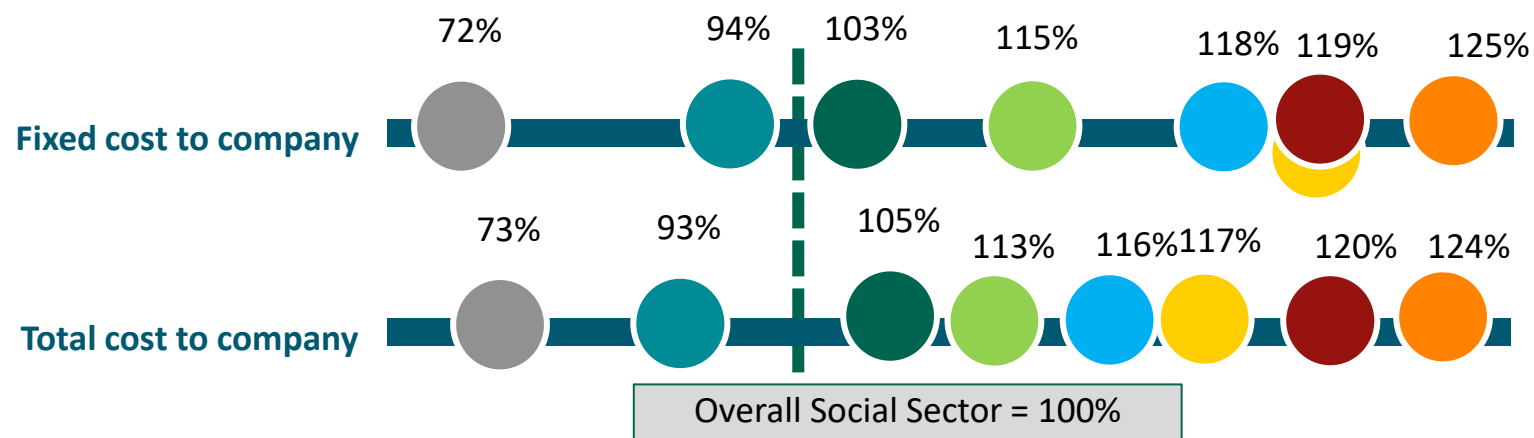
Organisations with headcount size ≥ 50 to < 75 and above 500 have a lower average compa-ratio, 94% at FCTC and 72% at TCTC as compared to overall social purpose organisations. This implies that the average salaries paid in the organisations with headcount size ≥ 50 and < 75 are 6% lower at FCTC and 28% lower at TCTC than what is being paid in the overall social sector.

Organisations with headcount Size ≥ 150 to < 250 have the highest average compa-ratio of 125% at FCTC as compared to overall social purpose organisations. This implies that the average salaries paid in the organisations with headcount size ≥ 150 and < 250 are 25% higher than what is being paid in the overall social sector.

Except for organisations with headcount size ≥ 50 to < 75 and above 500 headcount Size, all other organisations have pay higher compensation when compared with overall social purpose organisations



Overall Positioning – Different Headcount Sizes

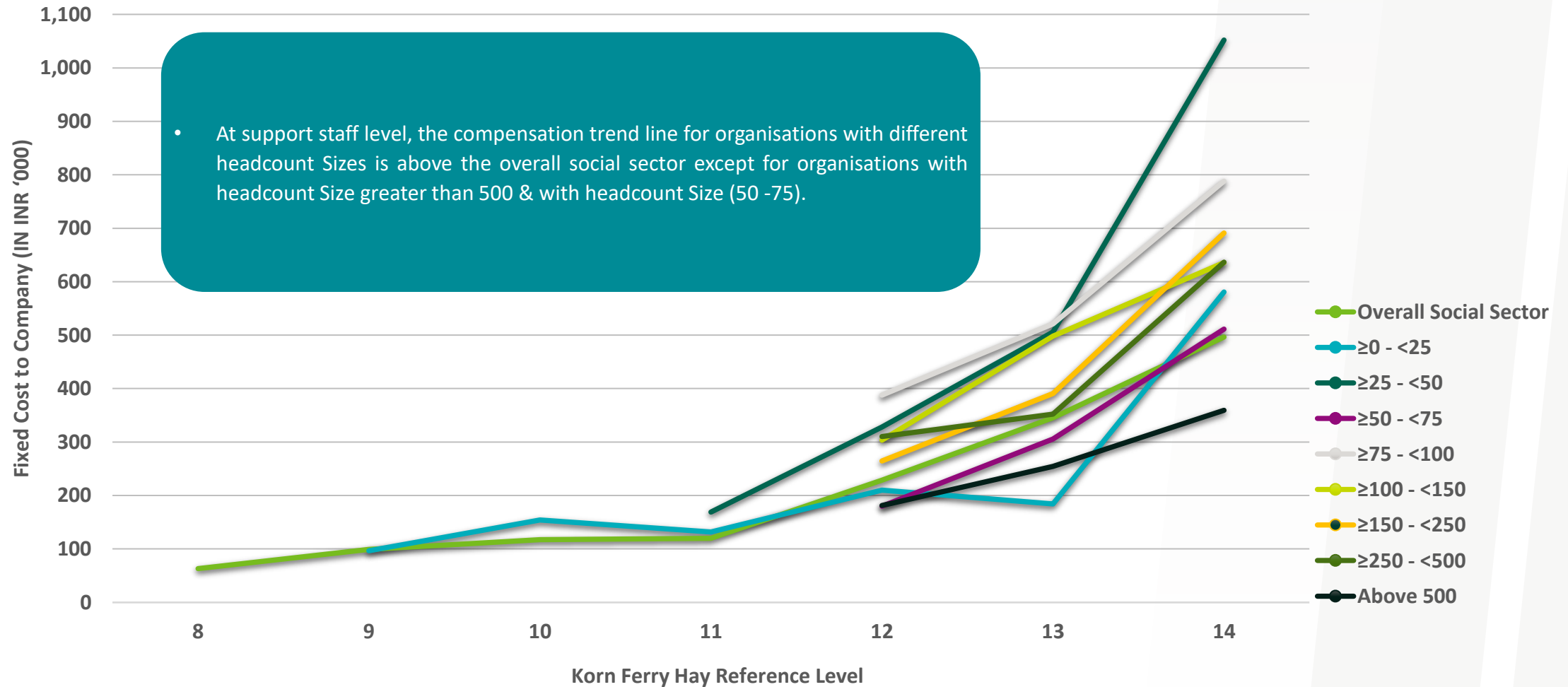


- Organisations with different headcount Size have a different positioning when compared with overall social sector
- Organisations with **headcount ≥50 to <70 and above 500** have compensation less than overall social sector with 72% at FCTC and 73% at TCTC for above 500 headcount and 94% at FCTC and 93% at TCTC for ≥50 to <75 headcount Size
- Highest compensation is observed in organisations with **≥150 to <250 headcount Size** at a differential of 125% at FCTC and 124% at TCTC. This means that organisations with headcount ≥150 to <250 pay 25% and 24% higher compensation at FCTC and TCTC respectively.

Level Positioning – Different Headcount Sizes

(Support Staff)

Fixed Cost to Company

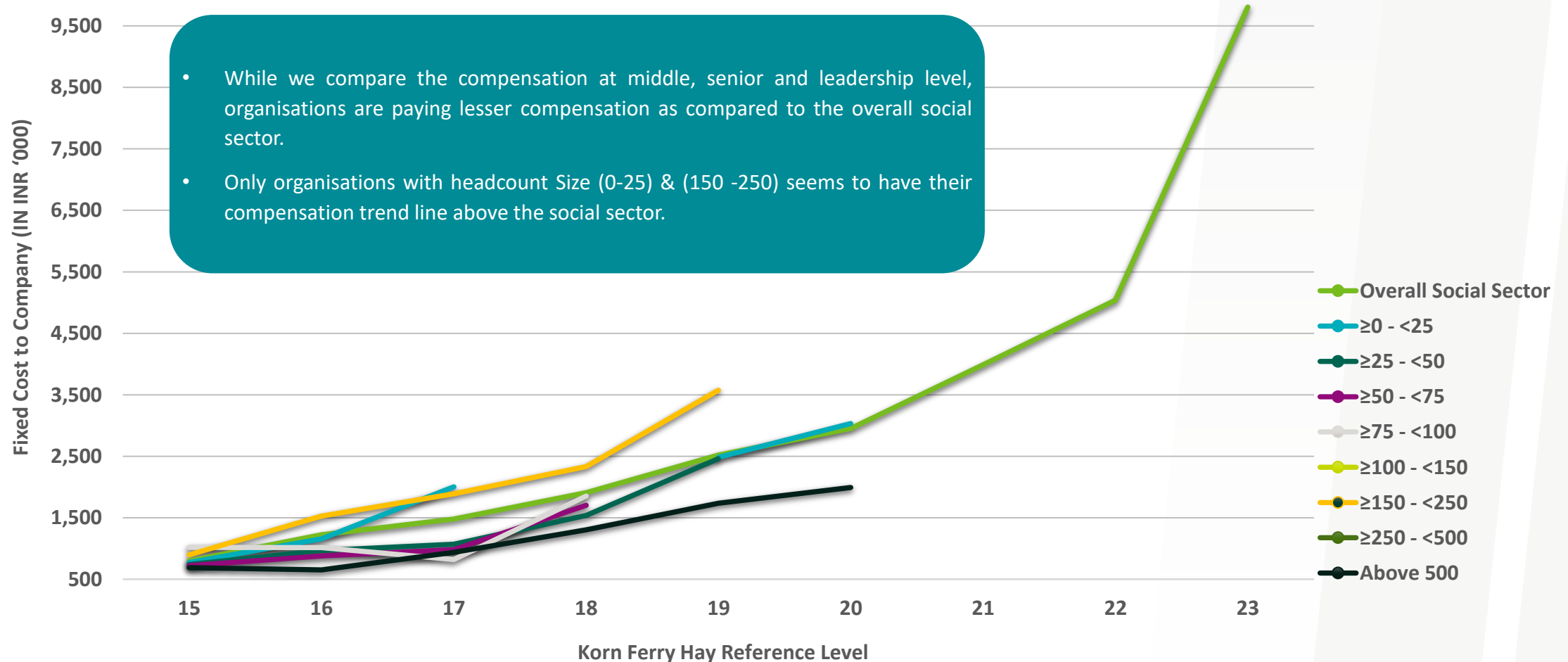


*For ease of reading, salary graphs are represented in a slightly different fashion. Salaries are divided by 1000 and represented in the y axis.
Lines for some categories are broken due to lack of enough data at few Korn Ferry Hay Reference Levels.

Level Positioning – Different Headcount Sizes

(Middle, Senior & Leadership Level)

Fixed Cost to Company

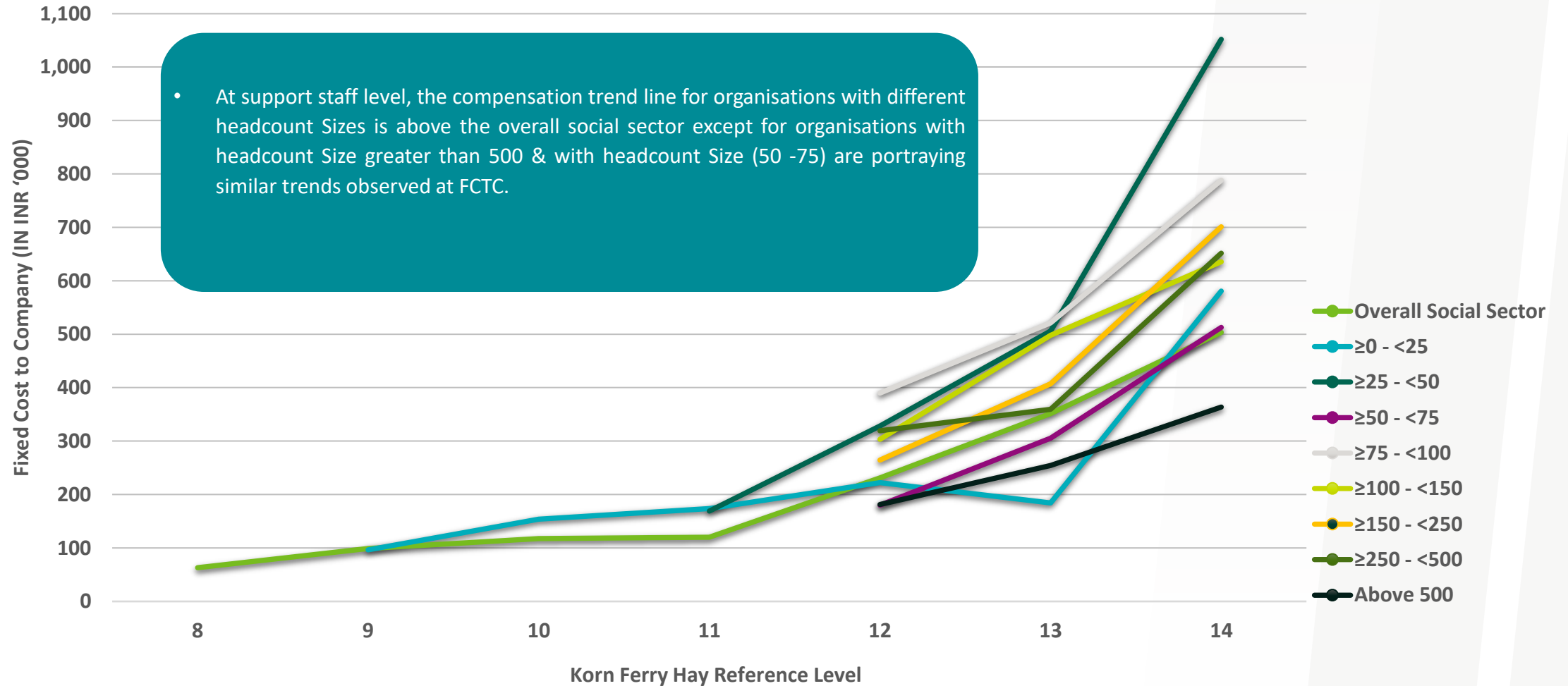


*For ease of reading, salary graphs are represented in a slightly different fashion. Salaries are divided by 1000 and represented in the y axis.
Lines for some categories are broken due to lack of enough data at few Korn Ferry Hay Reference Levels.

Level Positioning – Different Headcount Sizes

(Support Staff)

Total Cost to Company

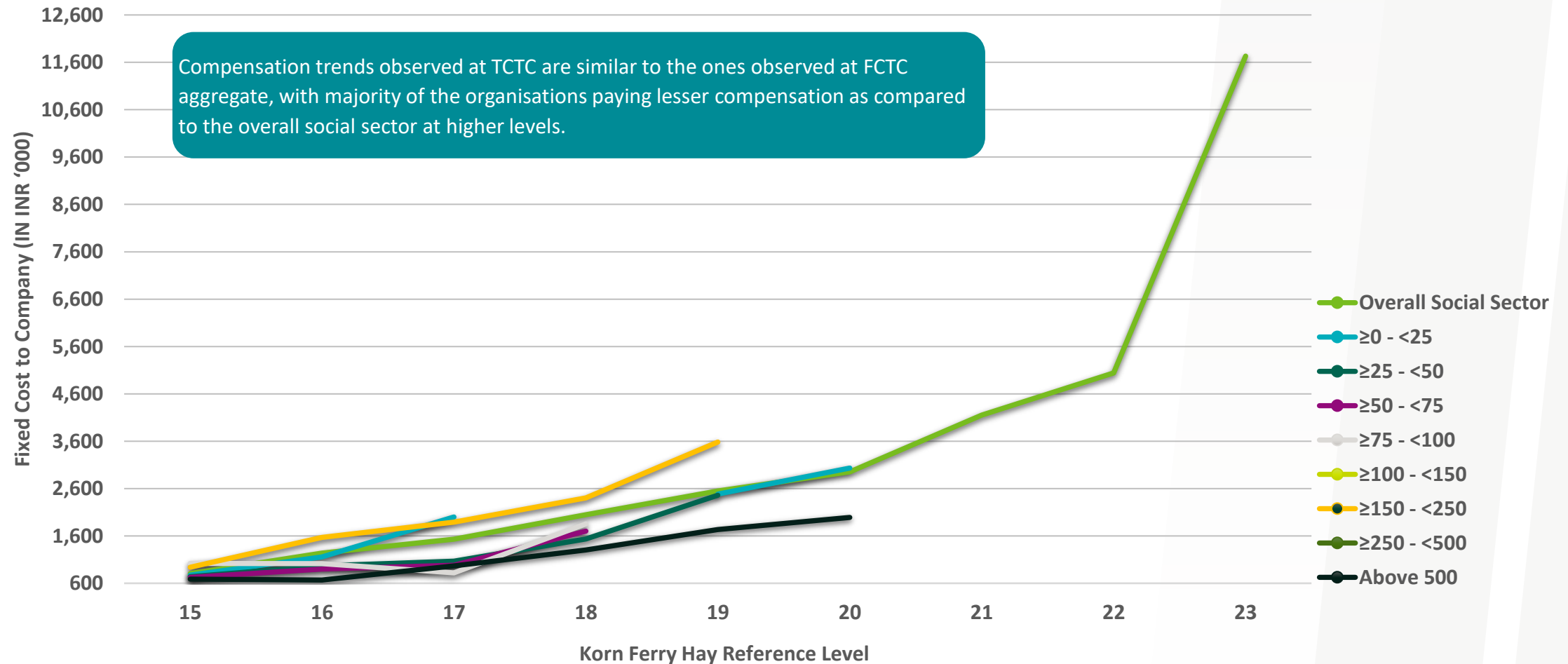


*For ease of reading, salary graphs are represented in a slightly different fashion. Salaries are divided by 1000 and represented in the y axis.
Lines for some categories are broken due to lack of enough data at few Korn Ferry Hay Reference Levels.

Level Positioning – Different Headcount Sizes

(Middle, Senior & Leadership Level)

Total Cost to Company



*For ease of reading, salary graphs are represented in a slightly different fashion. Salaries are divided by 1000 and represented in the y axis. Lines for some categories are broken due to lack of enough data at few Korn Ferry Hay Reference Levels.

Level Positioning – >0 to <25 Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with >0 to <25 headcount is **competitive** when compared with the overall social sector
- The average compa-ratio is **103% at FCTC and 105% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 17** where the compa-ratio is **135% at FCTC and 131% at TCTC** with overall social purpose organisations

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall Social Sector	>0 to < 25	Compa-ratio
9	4	9	99,000	96,390	97%
10	4	9	1,17,312	1,53,998	131%
11	10	23	1,20,000	1,31,520	110%
12	20	92	2,28,649	2,10,136	92%
13	14	80	3,45,425	1,84,329	53%
14	12	41	4,96,273	5,80,500	117%
15	8	23	8,00,052	7,73,795	97%
16	13	36	12,23,088	11,58,998	95%
17	9	16	14,79,643	20,02,711	135%
19	8	12	25,18,614	24,82,691	99%
20	8	8	29,52,443	30,34,250	103%
Average	-	-	-	-	103%

Total cost to company		
Overall Social Sector	>0 to < 25	Compa-ratio
99,000	96,390	97%
1,17,312	1,53,998	131%
1,20,000	1,73,622	145%
2,31,258	2,22,115	96%
3,51,600	1,84,329	52%
5,03,376	5,80,500	115%
8,05,649	7,73,795	96%
12,40,000	11,58,998	93%
15,33,476	20,02,711	131%
25,51,817	24,82,691	97%
29,52,443	30,34,250	103%
-	-	105%



Level Positioning – >0 to <25

- Overall compensation for organisations with >0 to <25 headcount under NGOs and SEs category is **less competitive** when compared with the overall NGOs and SEs organisations
- The average compa-ratio is **95% at FCTC and 99% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 14** where the compa-ratio is **116% at both FCTC and TCTC** with overall NGOs and SEs organisations

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGOs and SEs	>0 to < 25	Compa-ratio
9	4	9	99,000	96,390	97%
11	9	22	1,16,562	1,28,457	110%
12	16	81	2,22,778	1,90,260	85%
13	10	76	3,36,174	1,84,329	55%
14	8	31	4,44,976	5,16,000	116%
15	6	17	7,30,493	7,16,069	98%
16	7	23	11,80,867	10,42,104	88%
17	5	8	12,61,812	13,42,299	106%
19	4	4	20,39,804	19,23,518	94%
20	5	5	28,54,153	28,31,511	99%
Average	-	-	-	-	95%

NGOs and SEs

	compa-ratio less than 70%
	compa-ratio more than 130%

Total cost to company		
Overall NGOs and SEs	>0 to < 25	Compa-ratio
99,000	96,390	97%
1,20,000	1,72,922	144%
2,28,656	1,96,736	86%
3,40,396	1,84,329	54%
4,44,976	5,16,000	116%
7,42,587	7,16,069	96%
12,02,412	10,46,604	87%
13,42,452	13,82,299	103%
21,22,608	22,39,595	106%
28,54,153	28,31,511	99%
-	-	99%



Level Positioning – >0 to <25

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with >0 to <25 headcount under NGOs Complex Adhoc archetype is **competitive** when compared with the overall NGOs Complex Adhoc organisations at TCTC but less competitive at FCTC
- The average compa-ratio is **91% at FCTC and 121% at TCTC**
- The highest compa-ratio observed amongst all reference levels at FCTC is at **level 12** with compa-ratio **111%** and at TCTC, it is at **level 11** with compa-ratio **181%**.

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGO Complex Adhoc	>0 to < 25	Compa-ratio
11	4	10	98,544	90,000	91%
12	7	39	1,62,832	1,80,000	111%
13	5	61	2,54,760	1,84,329	72%
Average	-	-	-	-	91%

Total cost to company		
Overall NGO Complex Adhoc	>0 to < 25	Compa-ratio
99,468	1,80,000	181%
1,62,832	1,80,000	111%
2,61,816	1,84,329	70%
-	-	121%



Level Positioning – >0 to <25

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with >0 to <25 headcount under NGOs Simple Adhoc archetype is **highly competitive** when compared with the overall NGO Simple Adhoc organisations
- The average compa-ratio is **131% at both FCTC and TCTC**

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGO Simple Adhoc	0 to < 25	Compa-ratio
12	6	34	1,80,000	2,36,160	131%
Average	-	-	-	-	131%

Total cost to company		
Overall NGO Simple Adhoc	>0 to < 25	Compa-ratio
1,80,000	2,36,160	131%
-	-	131%



Level Positioning – ≥25 to <50 Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with ≥25 to <50 headcount is **competitive** when compared with the overall social sector
- The average compa-ratio is **118%** at **FCTC** and **116%** at **TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 14** where the compa-ratio is **212% at FCTC** and **209% at TCTC** with overall social purpose organisations

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall Social Sector	≥25 to < 50	Compa-ratio
11	5	11	1,20,000	1,69,141	141%
12	9	110	2,28,649	3,28,041	143%
13	10	62	3,45,425	5,05,876	146%
14	7	64	4,96,273	10,52,061	212%
15	9	48	8,00,052	7,39,843	92%
16	5	25	12,23,088	9,67,931	79%
17	6	6	14,79,643	10,68,932	72%
18	8	8	19,09,950	15,37,581	81%
19	4	5	25,18,614	24,61,207	98%
Average	-	-	-	-	118%

Total cost to company		
Overall Social Sector	≥25 to < 50	Compa-ratio
1,20,000	1,69,141	141%
2,31,258	3,28,041	142%
3,51,600	5,05,876	144%
5,03,376	10,52,061	209%
8,05,649	7,39,843	92%
12,40,000	9,67,931	78%
15,33,476	10,68,932	70%
20,47,030	15,37,581	75%
25,51,817	24,61,207	96%
-	-	116%



Level Positioning – ≥25 to <50

- Overall compensation for organisations with ≥25 to <50 headcount under NGOs and SEs category is **competitive** when compared with the overall NGOs and SEs organisations
- The average compa-ratio is **104% at FCTC and 102% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 11** where the compa-ratio is **136% at FCTC and 132% at TCTC** with overall NGOs and SEs organisations

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGOs and SEs	≥25 to < 50	Compa-ratio
11	4	8	1,16,562	1,58,131	136%
12	6	73	2,22,778	2,79,570	125%
13	7	44	3,36,174	4,48,324	133%
14	5	34	4,44,976	5,57,083	125%
15	6	37	7,30,493	6,83,136	94%
16	4	21	11,80,867	7,08,731	60%
17	6	6	12,61,812	10,68,932	85%
18	6	6	18,06,060	12,93,476	72%
Average	-	-	-	-	104%

NGOs and SEs

	compa-ratio less than 70%
	compa-ratio more than 130%

Total cost to company		
Overall NGOs and SEs	≥25 to < 50	Compa-ratio
1,20,000	1,58,131	132%
2,28,656	2,79,570	122%
3,40,396	4,48,324	132%
4,44,976	5,57,083	125%
7,42,587	6,83,136	92%
12,02,412	7,08,731	59%
13,42,452	10,68,932	80%
18,31,401	12,93,476	71%
-	-	102%



Level Positioning – ≥25 to <50

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with ≥25 to <50 headcount under NGOs Complex Professionally Managed archetype is **highly competitive** when compared with the overall NGO Complex Professionally Managed organisations
- The average compa-ratio is **145% at FCTC and 143% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 13** where the compa-ratio is **198% at FCTC and 195% at TCTC** with overall NGO Complex Professionally Managed organisations

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGO Complex Professionally Managed	≥25 to < 50	Compa-ratio
12	4	37	2,68,133	3,10,076	116%
13	4	27	4,53,011	8,98,795	198%
14	4	23	7,40,068	11,95,186	161%
15	4	21	7,18,978	7,48,800	104%
Average	-	-	-	-	145%

Total cost to company		
Overall NGO Complex Professionally Managed	Compa-ratio	Compa-ratio
2,68,636	3,10,076	115%
4,61,375	8,98,795	195%
7,40,068	11,95,186	161%
7,40,819	7,48,800	101%
-	-	143%



Level Positioning – ≥50 to <75 Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with ≥50 to <75 headcount is less **competitive** when compared with the overall social sector
- The average compa-ratio is **94%** at FCTC and **93%** at TCTC
- The highest compa-ratio observed among all Reference levels is at **level 8** where the compa-ratio is **132% at both FCTC and TCTC** with overall social purpose organisations

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall Social Sector	≥50 to <75	Compa-ratio
8	5	19	63,005	83,157	132%
10	4	30	1,17,312	1,47,099	125%
12	9	167	2,28,649	1,80,000	79%
13	7	110	3,45,425	3,05,463	88%
14	9	130	4,96,273	5,11,378	103%
15	8	48	8,00,052	7,21,121	90%
16	8	35	12,23,088	8,78,938	72%
17	4	21	14,79,643	9,83,088	66%
18	5	11	19,09,950	17,03,829	89%
Average	-	-	-	-	94%

Total cost to company		
Overall Social Sector	≥50 to <75	Compa-ratio
63,005	83,157	132%
1,17,312	1,47,099	125%
2,31,258	1,80,000	78%
3,51,600	3,05,463	87%
5,03,376	5,12,692	102%
8,05,649	7,27,620	90%
12,40,000	9,02,904	73%
15,33,476	9,83,088	64%
20,47,030	17,03,829	83%
-	-	93%



Level Positioning – ≥50 to <75

NGOs and SEs

compa-ratio less than 70%

compa-ratio more than 130%

- Overall compensation for organisations with ≥50 to <75 headcount under NGOs and SEs category is **competitive** when compared with the overall NGOs and SEs organisations
- The average compa-ratio is **101%** at both FCTC and TCTC
- The highest compa-ratio observed among all Reference levels is at **level 8** where the compa-ratio is **132% at both FCTC and TCTC** with overall NGOs and SEs organisations

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGOs and SEs	≥50 to <75	Compa-ratio
8	5	19	63,005	83,157	132%
10	4	30	1,17,312	1,47,099	125%
12	8	161	2,22,778	1,80,000	81%
13	6	99	3,36,174	2,97,444	88%
14	8	107	4,44,976	4,86,028	109%
15	7	43	7,30,493	7,12,128	97%
16	7	27	11,80,867	9,27,348	79%
18	4	8	18,06,060	17,05,590	94%
Average	-	-	-	-	101%

Total cost to company		
Overall NGOs and SEs	≥50 to <75	Compa-ratio
63,005	83,157	132%
1,17,312	1,47,099	125%
2,28,656	1,80,000	79%
3,40,396	2,97,444	87%
4,44,976	5,04,000	113%
7,42,587	7,22,640	97%
12,02,412	9,65,748	80%
18,31,401	17,05,590	93%
-	-	101%



Level Positioning – ≥50 to <75

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with ≥50 to <75 headcount under NGOs Complex Adhoc archetype is **highly competitive** when compared with the overall NGOs Complex Adhoc organisations
- The average compa-ratio is **133% at FCTC** and **132% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 12** where the compa-ratio is **208% at both FCTC and TCTC**.

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGO Complex Adhoc	≥50 to <75	Compa-ratio
12	4	78	1,62,832	3,38,522	208%
13	5	88	2,54,760	3,26,520	128%
14	5	91	3,85,183	5,14,006	133%
15	4	26	7,38,600	7,67,792	104%
16	4	15	13,34,780	11,98,565	90%
Average	-	-	-	-	133%

Total cost to company		
Overall NGO Complex Adhoc	≥50 to <75	Compa-ratio
1,62,832	3,38,522	208%
2,61,816	3,26,520	125%
3,93,222	5,15,223	131%
7,51,760	7,98,197	106%
13,41,099	11,98,565	89%
-	-	132%



Level Positioning – ≥75 to <100 Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with ≥75 to <100 headcount is **competitive** when compared with the overall social sector
- The average compa-ratio is **115% at FCTC** and **113% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 12** where the compa-ratio is **170% at FCTC** and **169% at TCTC** with overall social purpose organisations

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall Social Sector	≥75 to <100	Compa-ratio
12	8	200	2,28,649	3,87,599	170%
13	8	151	3,45,425	5,21,035	151%
14	8	88	4,96,273	7,88,009	159%
15	8	99	8,00,052	10,19,882	127%
16	9	86	12,23,088	10,14,684	83%
17	5	47	14,79,643	8,20,484	55%
18	7	49	19,09,950	18,55,009	97%
20	5	24	29,52,443	28,64,040	97%
22	4	8	50,40,138	49,66,245	99%
Average	-	-	-	-	115%

Total cost to company		
Overall Social Sector	≥75 to <100	Compa-ratio
2,31,258	3,90,023	169%
3,51,600	5,21,035	148%
5,03,376	7,88,009	157%
8,05,649	10,19,882	127%
12,40,000	10,14,684	82%
15,33,476	8,20,484	54%
20,47,030	18,55,009	91%
29,52,443	28,64,040	97%
50,40,138	49,66,245	99%
-	-	113%



Level Positioning – ≥75 to <100

NGOs and SEs

compa-ratio less than 70%

compa-ratio more than 130%

- Overall compensation for organisations with ≥75 to <100 headcount under NGOs and SEs category is **highly competitive** when compared with the overall NGOs and SEs organisations
- The average compa-ratio is **145% at FCTC** and **144% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 14** where the compa-ratio is **174% at both FCTC and TCTC** with overall NGOs and SEs organisations

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGOs and SEs	≥75 to <100	Compa-ratio
12	7	177	2,22,778	3,73,925	168%
13	7	141	3,36,174	5,19,407	155%
14	7	78	4,44,976	7,72,702	174%
15	7	84	7,30,493	9,78,530	134%
16	7	65	11,80,867	11,23,545	95%
18	5	16	18,06,060	26,48,773	147%
Average	-	-	-	-	145%

Total cost to company		
Overall NGOs and SEs	≥75 to <100	Compa-ratio
2,28,656	3,77,289	165%
3,40,396	5,19,407	153%
4,44,976	7,72,702	174%
7,42,587	9,78,530	132%
12,02,412	11,23,545	93%
18,31,401	26,48,773	145%
-	-	144%



Level Positioning – ≥75 to <100

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with ≥75 to <100 headcount under NGOs Complex Adhoc archetype is **highly competitive** when compared with the overall NGOs Complex Adhoc organisations
- The average compa-ratio is **172% at FCTC and 169% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 12** where the compa-ratio is **249% at both FCTC and TCTC** with overall NGOs Complex Adhoc organisations

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGO Comple x Adhoc	≥75 to <100	Compa -ratio
12	4	101	1,62,832	4,05,828	249%
13	4	82	2,54,760	4,73,084	186%
14	4	51	3,85,183	7,14,110	185%
15	4	60	7,38,600	9,68,916	131%
16	4	32	13,34,780	14,24,989	107%
Average	-	-	-	-	172%

Total cost to company		
Overall NGO Comple x Adhoc	≥75 to <100	Compa-ratio
1,62,832	4,05,828	249%
2,61,816	4,73,084	181%
3,93,222	7,14,110	182%
7,51,760	9,68,916	129%
13,41,099	14,24,989	106%
-	-	169%



Level Positioning – ≥100 to <150 Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with headcount Size (≥100 to <150) is quite competitive when compared with the overall social sector. The average compa-ratio at FCTC is **119%** and at TCTC it is **117%**.
- Personnel in organisations with headcount Size (100 -150) are paid higher compensation across all levels except at KF HRL 19 as compared to the overall social sector.
- When we compare the median compensation across all KF hay reference levels, the highest compa-ratio is observed at KF HRL 13 (**144% at FCTC and 142% at TCTC**)

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall Social Sector	≥100 to <150	Compa-ratio
12	5	160	228,649	303,373	133%
13	5	46	345,425	498,087	144%
14	5	79	496,273	635,585	128%
15	4	75	800,052	906,316	113%
17	4	34	1,479,643	1,547,173	105%
19	4	13	2,518,614	2,298,871	91%
Average	-	-	-	-	119%

			Total cost to company		
Overall Social Sector	≥100 to <150	Compa-ratio	Overall Social Sector	≥100 to <150	Compa-ratio
231,258	303,373	131%	231,258	303,373	131%
351,600	498,087	142%	351,600	498,087	142%
503,376	635,585	126%	503,376	635,585	126%
805,649	906,316	112%	805,649	906,316	112%
1,533,476	1,547,173	101%	1,533,476	1,547,173	101%
2,551,817	2,298,871	90%	2,551,817	2,298,871	90%
-	-	117%	-	-	117%



Level Positioning – ≥100 to <150

NGOs and SEs

compa-ratio less than 70%

compa-ratio more than 130%

- Overall compensation for organisations with headcount Size (≥100 to <150) under NGOs & SEs category is competitive with the overall NGOs & SEs organisations. The average compa-ratio at FCTC is **128%** and **126%** at TCTC.
- Personnel in organisations with headcount Size (100 -150) are paid higher compensation across all levels when compared with overall NGOs & SEs organisations.
- When we compare the median compensation across all KF hay reference levels, the highest compa-ratio is observed at KF HRL 13 (**133% at FCTC and 132% at TCTC**)

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGOs & SEs	≥100 to <150	Compa-ratio
12	4	152	222,778	293,610	132%
13	4	34	336,174	448,504	133%
14	4	57	444,976	526,212	118%
Average	-	-	-	-	128%

Total cost to company		
Overall NGOs & SEs	≥100 to <150	Compa-ratio
228,656	293,610	128%
340,396	448,504	132%
444,976	526,212	118%
-	-	126%



Level Positioning – ≥150 to <250 Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with headcount Size (≥150 to <250) is quite competitive when compared with the overall social sector. The average compa-ratio at FCTC is **125%** and at TCTC it is **124%**.
- Personnel in organisations with headcount Size (150 -250) are paid higher compensation across all levels as compared to the overall social sector.
- When we compare the median compensation across all KF hay reference levels, the highest compa-ratio is observed at KF HRL 19 (**142% at FCTC and 140% at TCTC**)

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall Social Sector	≥150 to <250	Compa-ratio
12	6	366	228,649	264,624	116%
13	6	197	345,425	390,570	113%
14	6	144	496,273	691,262	139%
15	6	142	800,052	898,948	112%
16	5	44	1,223,088	1,528,784	125%
17	5	37	1,479,643	1,892,322	128%
18	4	21	1,909,950	2,333,091	122%
19	5	7	2,518,614	3,575,619	142%
Average	-	-	-	-	125%

Total cost to company		
Overall Social Sector	≥150 to <250	Compa-ratio
231,258	264,624	114%
351,600	407,118	116%
503,376	700,860	139%
805,649	939,478	117%
1,240,000	1,571,590	127%
1,533,476	1,892,322	123%
2,047,030	2,402,156	117%
2,551,817	3,583,125	140%
-	-	124%



Level Positioning – ≥150 to <250

- Overall compensation for organisations with headcount Size (≥150 to <250) under NGOs & SEs category is quite competitive with the overall NGOs & SEs organisations. The average compa-ratio at FCTC is **137%** and **136%** at TCTC.
- Personnel in organisations with headcount Size (150 -250) are paid higher compensation across all levels when compared with overall NGOs & SEs organisations.
- When we compare the median compensation across all KF hay reference levels, the highest compa-ratio is observed at KF HRL 19 (**175% at FCTC and 169% at TCTC**)

NGOs and SEs

compa-ratio less than 70%

compa-ratio more than 130%

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGOs & SEs	≥150 to <250	Compa-ratio
12	6	366	222,778	264,624	119%
13	6	197	336,174	390,570	116%
14	6	144	444,976	691,262	155%
15	6	142	730,493	898,948	123%
16	5	44	1,180,867	1,528,784	129%
17	5	37	1,261,812	1,892,322	150%
18	4	21	1,806,060	2,333,091	129%
19	5	7	2,039,804	3,575,619	175%
Average	-	-	-	-	137%

Total cost to company		
Overall NGOs & SEs	≥150 to <250	Compa-ratio
228,656	264,624	116%
340,396	407,118	120%
444,976	700,860	158%
742,587	939,478	127%
1,202,412	1,571,590	131%
1,342,452	1,892,322	141%
1,831,401	2,402,156	131%
2,122,608	3,583,125	169%
-	-	136%



Level Positioning – ≥150 to <250

- Overall compensation for organisations with headcount Size (≥150 to <250) under NGO Complex Adhoc archetype is quite competitive with the overall NGO Complex Adhoc organisations. The average compa-ratio at FCTC is **132%** and at TCTC, it is **135%**.
- Personnel in organisations with headcount Size (150 -250) are being paid higher compensation across all levels when compared with overall NGO Complex Adhoc organisations.
- When we compare the median compensation across all KF hay reference levels, the highest compa-ratio is observed at KF HRL 12 (**159% at both FCTC & TCTC**)

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGO Complex Adhoc	≥150 to <250	Compa-ratio
12	4	300	162,832	258,250	159%
13	4	154	254,760	335,928	132%
14	4	64	385,183	562,440	146%
15	4	92	738,600	745,730	101%
19	4	6	2,558,347	3,081,288	120%
Average	-	-	-	-	132%

Total cost to company		
Overall NGO Complex Adhoc	≥150 to <250	Compa-ratio
162,832	259,566	159%
261,816	353,928	135%
393,222	585,266	149%
751,760	784,763	104%
2,558,347	3,290,256	129%
-	-	135%

	compa-ratio less than 70%
	compa-ratio more than 130%



Level Positioning – ≥250 to <500 Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with headcount Size (≥250 to <500) is quite competitive when compared with the overall social sector. The average compa-ratio at FCTC is **119%** and at TCTC it is **120%**.
- Personnel in organisations with headcount Size (250 -500) are paid higher compensation across all levels except at KF HRL 15 as compared to the overall social sector.
- When we compare the median compensation across all KF hay reference levels, the highest compa-ratio is observed at KF HRL 20 (**143% at both FCTC & TCTC**)

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall Social Sector	≥250 to <500	Compa-ratio
12	4	448	228,649	310,356	136%
13	4	137	345,425	352,129	102%
14	4	105	496,273	636,529	128%
15	4	176	800,052	675,205	84%
20	4	16	2,952,443	4,208,131	143%
Average	-	-	-	-	119%

Total cost to company		
Overall Social Sector	≥250 to <500	Compa-ratio
231,258	319,351	138%
351,600	359,524	102%
503,376	651,808	129%
805,649	688,227	85%
2,952,443	4,232,902	143%
-	-	120%



Level Positioning – Above 500 Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with headcount Size (Above 500) is less competitive when compared with the overall social sector. The average compa-ratio at FCTC is **73%** and at TCTC it is **72%**.
- Personnel in organisations with headcount Size (Above 500) are paid lesser compensation across all levels except at KF HRL 10 as compared to the overall social sector.
- When we compare the median compensation across all KF hay reference levels, the lowest compa-ratio is observed at KF HRL 16 (**54% at FCTC and 54% at TCTC**)

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall Social Sector	Above 500	Compa-ratio
10	4	714	117,312	117,312	100%
12	5	2489	228,649	181,265	79%
13	5	726	345,425	254,370	74%
14	5	594	496,273	359,435	72%
15	5	138	800,052	688,386	86%
16	5	53	1,223,088	652,376	53%
17	5	52	1,479,643	939,955	64%
18	4	37	1,909,950	1,304,496	68%
19	5	37	2,518,614	1,737,018	69%
20	4	10	2,952,443	1,992,978	68%
Average	-	-	-	-	73%

Total cost to company		
Overall Social Sector	Above 500	Compa-ratio
117,312	117,312	100%
231,258	181,265	78%
351,600	254,370	72%
503,376	363,684	72%
805,649	688,386	85%
1,240,000	668,784	54%
1,533,476	968,074	63%
2,047,030	1,304,496	64%
2,551,817	1,737,018	68%
2,952,443	1,992,978	68%
-	-	72%



Level Positioning – Above 500

- Overall compensation for organisations with headcount Size (Above 500) under NGOs & SEs category is less competitive with the overall NGOs & SEs organisations. The average compa-ratio at FCTC is **79%** and **78%** at TCTC.
- Personnel in organisations with headcount Size (Above 500) are paid lesser compensation across all levels except at KF HRL 10 when compared with overall NGOs & SEs organisations.
- When we compare the median compensation across all KF hay reference levels, the lowest compa-ratio is observed at KF HRL 16 (**55% at FCTC and 56% at TCTC**)

NGOs and SEs

compa-ratio less than 70%

compa-ratio more than 130%

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGOs & SEs	Above 500	Compa-ratio
10	4	714	117,312	117,312	100%
12	5	2489	222,778	181,265	81%
13	5	726	336,174	254,370	76%
14	5	594	444,976	359,435	81%
15	5	138	730,493	688,386	94%
16	5	53	1,180,867	652,376	55%
17	5	52	1,261,812	939,955	74%
18	4	37	1,806,060	1,304,496	72%
19	5	37	2,039,804	1,737,018	85%
20	4	10	2,854,153	1,992,978	70%
Average	-	-	-	-	79%

Total cost to company		
Overall NGOs & SEs	Above 500	Compa-ratio
117,312	117,312	100%
228,656	181,265	79%
340,396	254,370	75%
444,976	363,684	82%
742,587	688,386	93%
1,202,412	668,784	56%
1,342,452	968,074	72%
1,831,401	1,304,496	71%
2,122,608	1,737,018	82%
2,854,153	1,992,978	70%
-	-	78%



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Results – Scope of Role



Key Insights

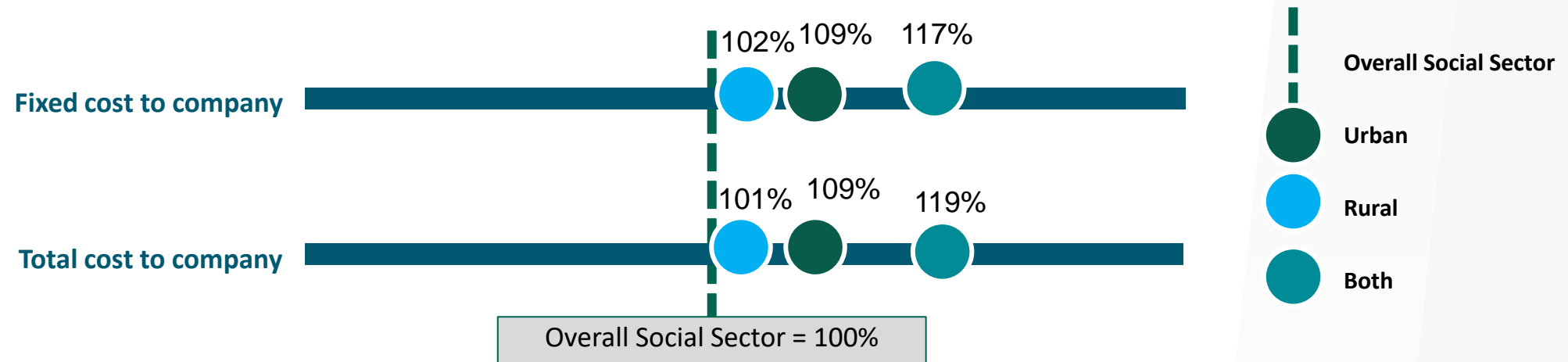
Personnel with urban scope of role have an average compa-ratio of **109% at both FCTC and TCTC**. This implies that compensation of personnel with urban scope of role is 9% higher at both compensation aggregates.
Among the archetypes, personnel in **NGO Complex Professionally Managed** organisations have the highest compa-ratio – **132% at FCTC and 129% at TCTC**

Personnel with both rural and urban scope of role have an average compa-ratio of **117% at FCTC and 119% at TCTC**.

Personnel with rural scope of role have an average compa-ratio of **102% at FCTC and 101% at TCTC**. Their compensation is marginally higher than the overall social purpose organisations.
Among the archetypes, **NGO Complex Adhoc** organisations have the highest average compa-ratio



Overall Positioning – Scope of Role

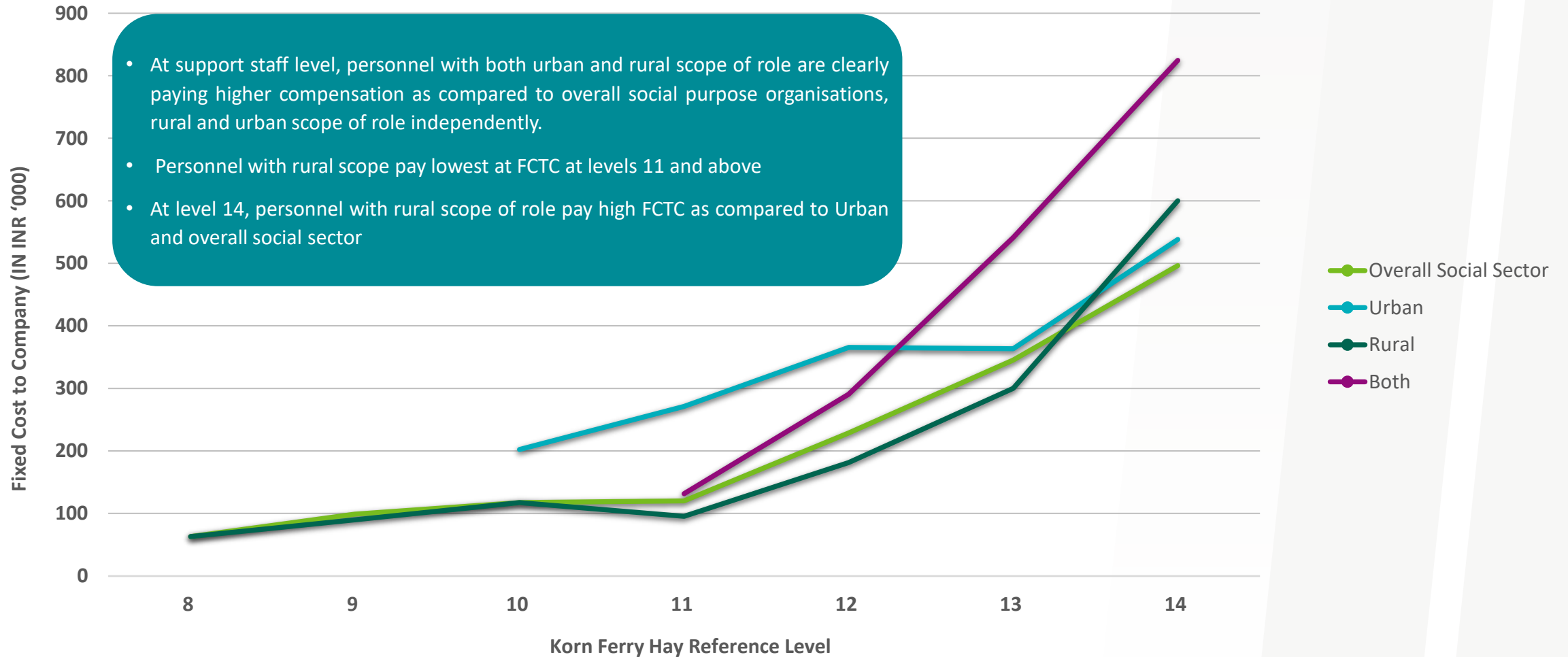


- All regions, urban, rural and both combined are competitive when compared with overall social purpose organisations
- **Urban scope of role:** organisations with urban scope of role have an average scope of role at 109% for both FCTC and TCTC. This means that compensation at FCTC and TCTC is 9% higher than overall social purpose organisations
- **Rural scope of role:** Rural scope of role organisations have lowest average compa-ratio as compared to the other scope of roles with an average compa-ratio at 102% at FCTC and 101% at TCTC
- **Both Rural and Urban scope of role:** For organisations that have both urban and rural scope of roles, average compa-ratio is 117% at FCTC and 119% at TCTC. This means that these organisations give a 17% higher FCTC and 19% higher TCTC as compared to overall social purpose organisations

Level Positioning – Scope of Role

(Support Staff)

Fixed Cost to Company

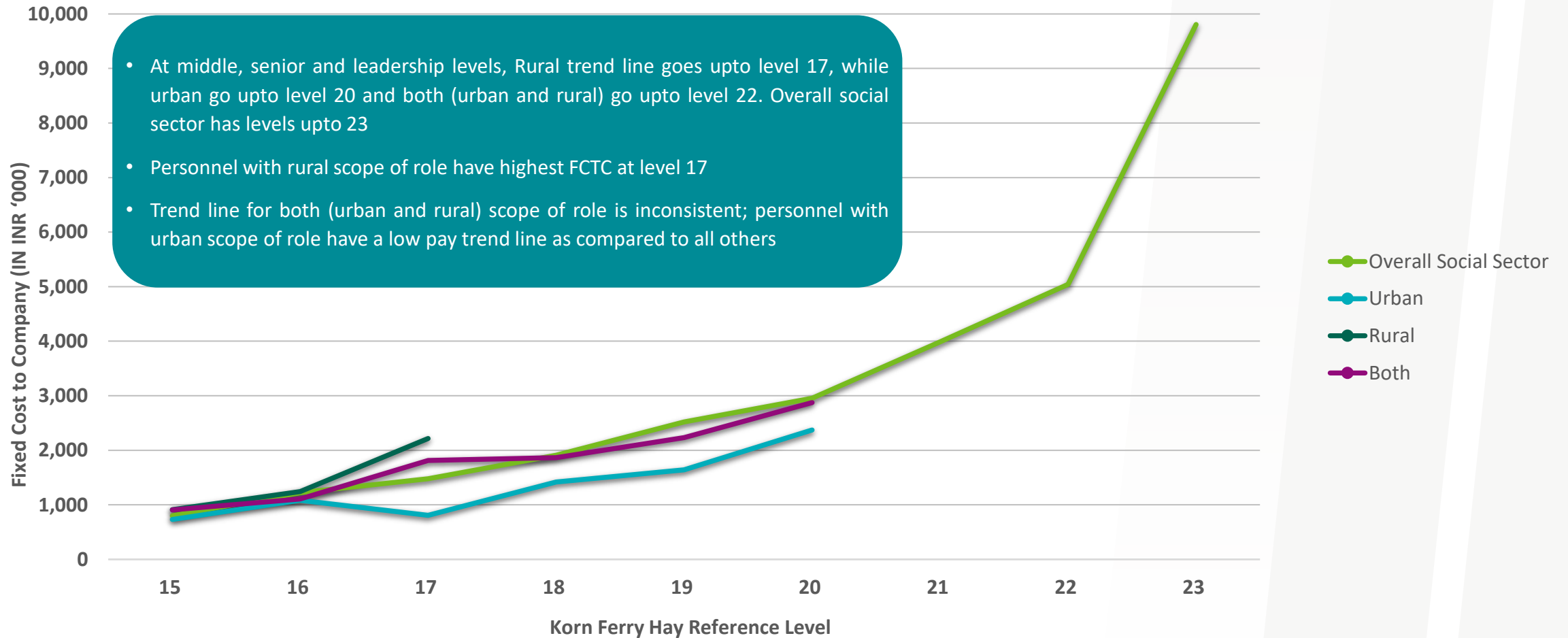


*For ease of reading, salary graphs are represented in a slightly different fashion. Salaries are divided by 1000 and represented in the y axis.
Lines for some categories are broken due to lack of enough data at few Korn Ferry Hay Reference Levels.

Level Positioning – Scope of Role

(Middle, Senior & Leadership Level)

Fixed Cost to Company

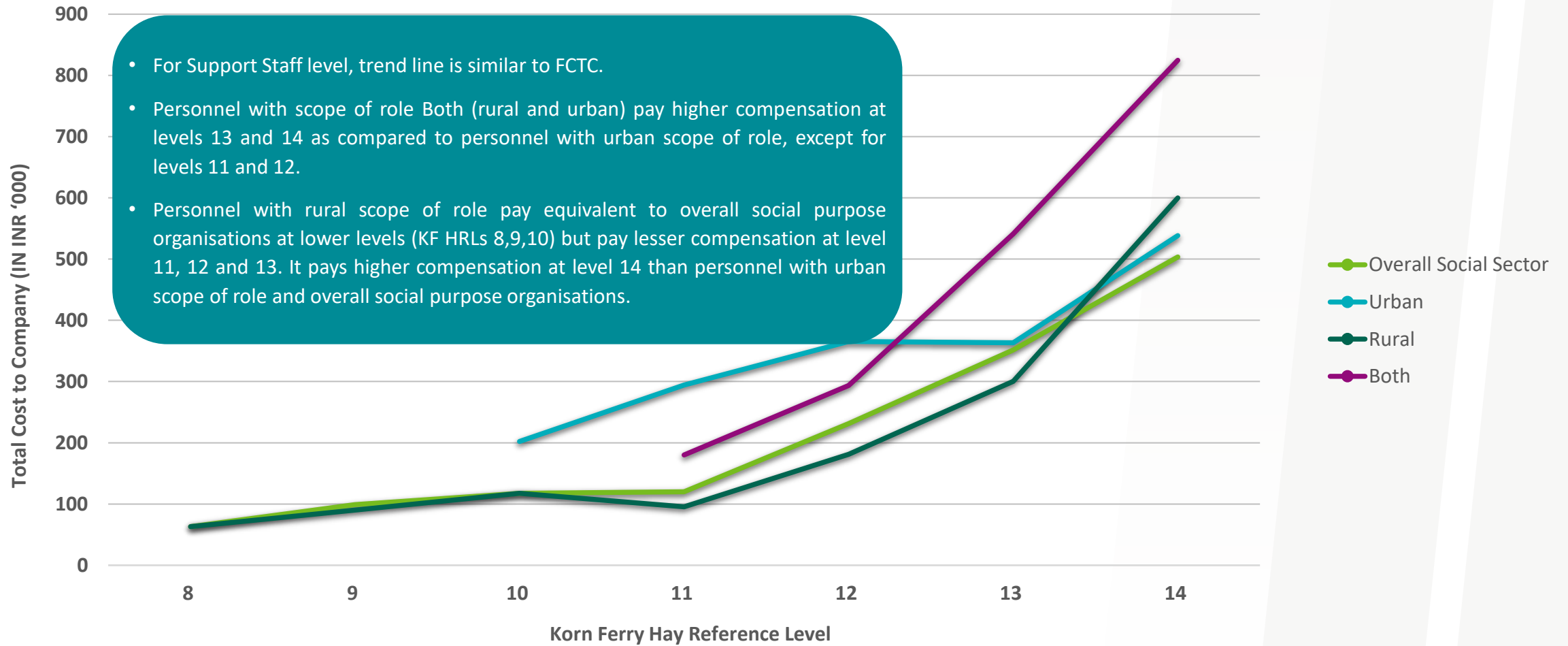


*For ease of reading, salary graphs are represented in a slightly different fashion. Salaries are divided by 1000 and represented in the y axis. Lines for some categories are broken due to lack of enough data at few Korn Ferry Hay Reference Levels.

Level Positioning – Scope of Role

(Support Staff)

Total Cost to Company

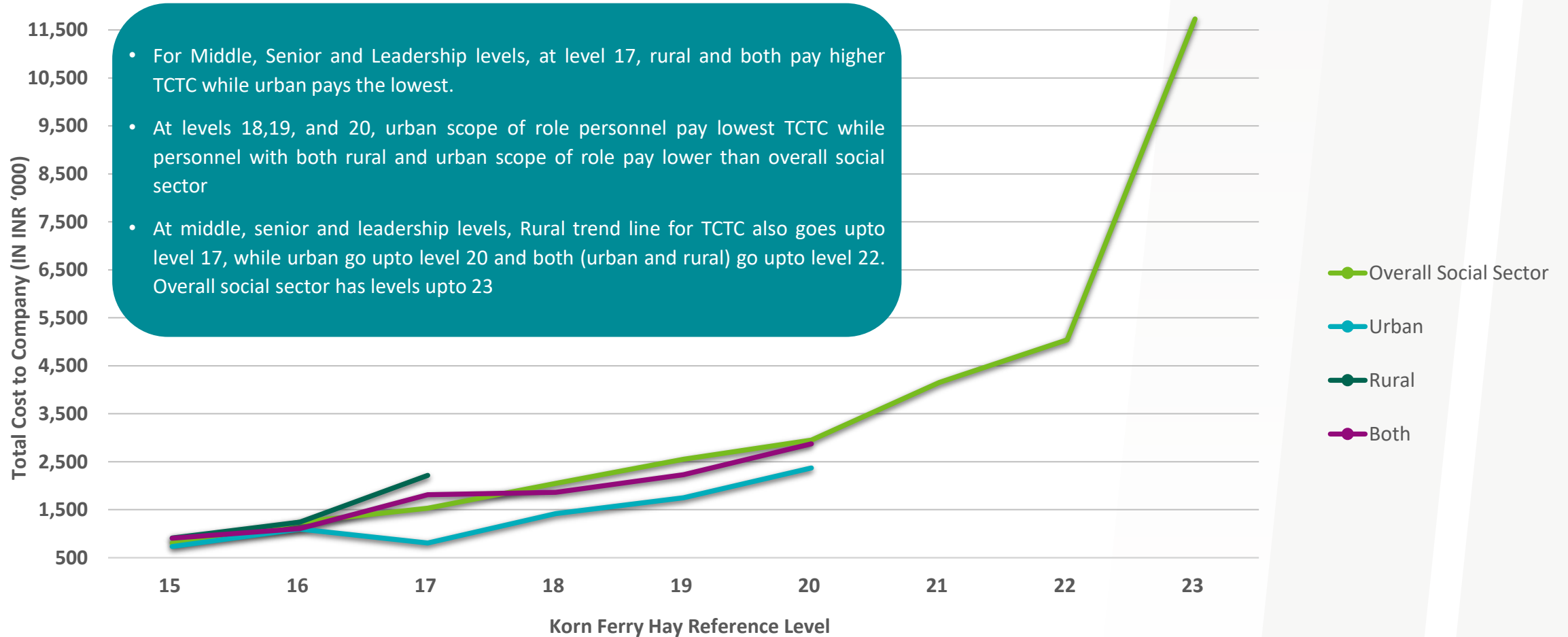


*For ease of reading, salary graphs are represented in a slightly different fashion. Salaries are divided by 1000 and represented in the y axis.
Lines for some categories are broken due to lack of enough data at few Korn Ferry Hay Reference Levels.

Level Positioning – Scope of Role

(Middle, Senior & Leadership Level)

Total Cost to Company



*For ease of reading, salary graphs are represented in a slightly different fashion. Salaries are divided by 1000 and represented in the y axis. Lines for some categories are broken due to lack of enough data at few Korn Ferry Hay Reference Levels.

Level Positioning – Urban Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for personnel with Urban scope of role is **competitive** when compared with the overall social sector
- The average compa-ratio is **109%** at both FCTC and TCTC
- At higher levels, compensation is less competitive at levels 19 and 17 with compa-ratio 65% and 55% respectively.
- The highest compa-ratio observed among all Reference levels is at **level 11** where the compa-ratio is **226% at FCTC and 245% at TCTC** with overall social purpose organisations

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall Social Sector	Urban	Compa-ratio
8	4	7	63,005	56,069	89%
10	8	25	1,17,312	2,02,265	172%
11	9	14	1,20,000	2,71,144	226%
12	22	705	2,28,649	3,65,463	160%
13	20	508	3,45,425	3,63,392	105%
14	20	350	4,96,273	5,38,179	108%
15	19	163	8,00,052	7,31,511	91%
16	18	112	12,23,088	10,83,990	89%
17	14	83	14,79,643	8,07,238	55%
18	15	58	19,09,950	14,19,161	74%
19	9	38	25,18,614	16,40,508	65%
20	10	28	29,52,443	23,70,063	80%
22	6	10	50,40,138	49,66,245	99%
Average	-	-	-	-	109%

Total cost to company		
Overall Social Sector	Urban	Compa-ratio
63,005	56,069	89%
1,17,312	2,02,265	172%
1,20,000	2,94,095	245%
2,31,258	3,65,463	158%
3,51,600	3,63,392	103%
5,03,376	5,38,179	107%
8,05,649	7,31,511	91%
12,40,000	10,96,740	88%
15,33,476	8,07,238	53%
20,47,030	14,19,161	69%
25,51,817	17,47,868	68%
29,52,443	23,70,063	80%
50,40,138	49,66,245	99%
-	-	109%



Level Positioning – Urban

- Overall compensation for personnel with urban scope of role under NGOs and SEs category is **competitive** when compared with the overall NGOs and SEs
- The average compa-ratio is **104% at FCTC** and **107% at TCTC**
- At higher levels, compensation is less competitive; at levels 19 and 22 with compa-ratio 65% and 50% respectively.
- The highest compa-ratio observed amongst all reference levels is at **level 10** where the compa-ratio is **166% at both FCTC and TCTC**.

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGOs and SEs	Urban	Compa-ratio
8	4	7	63,005	56,069	89%
10	6	21	1,17,312	1,94,990	166%
11	7	10	1,16,562	1,80,000	154%
12	20	701	2,22,778	3,64,859	164%
13	17	505	3,36,174	3,60,357	107%
14	18	339	4,44,976	5,28,000	119%
15	18	159	7,30,493	7,26,000	99%
16	15	93	11,80,867	11,86,937	101%
17	12	47	12,61,812	9,64,580	76%
18	12	33	18,06,060	17,42,400	96%
19	8	34	20,39,804	13,21,589	65%
20	8	14	28,54,153	19,92,978	70%
22	5	5	51,11,762	25,34,837	50%
Average	-	-	-	-	104%

NGOs and SEs

compa-ratio less than 70%

compa-ratio more than 130%

Total cost to company		
Overall NGOs and SEs	Urban	Compa-ratio
63,005	56,069	89%
1,17,312	2,02,265	166%
1,20,000	2,94,095	179%
2,31,258	3,65,463	160%
3,51,600	3,63,392	106%
5,03,376	5,38,179	119%
8,05,649	7,31,511	98%
12,40,000	10,96,740	100%
15,33,476	8,07,238	72%
20,47,030	14,19,161	95%
25,51,817	17,47,868	71%
29,52,443	23,70,063	70%
50,40,138	49,66,245	66%
-	-	107%



Level Positioning – Urban

- Overall compensation for personnel with Urban scope of role under NGO Complex Adhoc archetype is **highly competitive** when compared with the NGO complex Adhoc organisations
- The average compa-ratio is **120% at FCTC** and **117% at TCTC**
- At lower levels, compensation is least competitive at level 20 with **compa-ratio 81%**
- The highest compa-ratio observed among all Reference levels is at **level 17** where the compa-ratio is **231% at FCTC** and **211% at TCTC** with overall NGO complex Adhoc organisations

NGO Complex Adhoc

compa-ratio less than 70%

compa-ratio more than 130%

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGO Complex Adhoc	Urban	Compa-ratio
12	7	237	1,62,832	2,82,781	174%
13	8	290	2,54,760	2,24,880	88%
14	8	244	3,85,183	4,57,104	119%
15	6	83	7,38,600	7,10,894	96%
16	7	49	13,34,780	12,55,648	94%
17	4	9	13,45,462	31,02,038	231%
18	7	26	17,07,350	12,99,834	76%
20	4	8	1,62,832	23,52,544	81%
Average	-	-	-	-	120%

Total cost to company		
Overall NGO Complex Adhoc	Urban	Compa-ratio
1,62,832	2,82,781	174%
2,61,816	2,24,880	86%
3,93,222	4,57,104	116%
7,51,760	7,10,894	95%
13,41,099	12,55,648	94%
14,68,773	31,02,038	211%
17,07,350	12,99,834	76%
1,62,832	23,52,544	81%
-	-	117%



Level Positioning – Urban

- Overall compensation for personnel with Urban scope of role under NGO Complex Professionally Managed archetype is **highly competitive** when compared with the overall NGO complex professionally managed
- The average compa-ratio is **132% at FCTC** and **129% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 17** where the compa-ratio is **144% at FCTC** and **138% at level 16 and 17 for TCTC** with overall NGO complex professionally managed

	compa-ratio less than 70%
	compa-ratio more than 130%

			Fixed cost to company			Total cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGO Complex Professionally Managed	Urban	Compa-ratio	Overall NGO Complex Professionally Managed	Urban	Compa-ratio
12	8	96	2,68,133	3,74,955	140%	2,68,636	3,74,955	140%
13	6	48	4,53,011	5,60,688	124%	4,61,375	5,60,688	122%
14	6	67	7,40,068	7,80,929	106%	7,40,068	7,80,929	106%
15	7	37	7,18,978	9,69,974	135%	7,40,819	9,69,974	131%
16	6	23	10,73,496	15,14,942	141%	11,01,600	15,14,942	138%
17	5	14	14,04,313	20,27,777	144%	14,66,686	20,27,777	138%
Average	-	-	-	-	132%	-	-	129%



Level Positioning – Urban

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for personnel with Urban scope of role under NGO Simple Professionally Managed archetype is at par when compared with the overall NGO Simple Professionally Managed
- The compa-ratio at level 12 is **100% at both FCTC and TCTC**

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGO Simple Professionally Manged	Urban	Compa-ratio
12	4	366	3,82,084	3,82,084	100%
Average	-	-	-	-	100%

Total cost to company		
Overall NGO Simple Professionally Manged	Urban	Compa-ratio
3,82,084	3,82,084	100%
-	-	100%



Level Positioning – Rural Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for personnel with Rural scope of role is **competitive** when compared with the overall social purpose organisations
- The average compa-ratio is **102% at FCTC** and **101% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 17** where the compa-ratio is **150% at FCTC** and **145% at TCTC** with overall social purpose organisations

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall Social Sector	Rural	Compa-ratio
8	7	51	63,005	63,005	100%
9	11	84	99,000	90,000	91%
10	9	727	1,17,312	1,17,312	100%
11	11	323	1,20,000	95,400	80%
12	20	1831	2,28,649	1,81,265	79%
13	16	550	3,45,425	3,00,141	87%
14	16	239	4,96,273	6,00,000	121%
15	10	89	8,00,052	9,09,504	114%
16	11	69	12,23,088	12,43,596	102%
17	6	18	14,79,643	22,16,833	150%
Average	-	-	-	-	102%

Total cost to company		
Overall Social Sector	Rural	Compa-ratio
63,005	63,005	100%
99,000	90,000	91%
1,17,312	1,17,312	100%
1,20,000	95,400	80%
2,31,258	1,81,265	78%
3,51,600	3,00,141	85%
5,03,376	6,00,000	119%
8,05,649	9,09,504	113%
12,40,000	12,43,596	100%
15,33,476	22,16,833	145%
-	-	101%



Level Positioning – Rural

- Overall compensation for personnel with Rural scope of role under NGOs and SEs category is **competitive** when compared with the overall NGOs and SEs organisations
- The average compa-ratio is **108% at FCTC** and **106% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 17** where the compa-ratio is **176% at FCTC** and **165% at TCTC** with overall NGOs and SEs

NGOs and SEs

compa-ratio less than 70%

compa-ratio more than 130%

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGOs and SEs	Rural	Compa-ratio
8	7	51	63,005	63,005	100%
9	11	84	99,000	90,000	91%
10	9	727	1,17,312	1,17,312	100%
11	11	323	1,16,562	95,400	82%
12	20	1831	2,22,778	1,81,265	81%
13	16	550	3,36,174	3,00,141	89%
14	16	239	4,44,976	6,00,000	135%
15	10	89	7,30,493	9,09,504	125%
16	10	67	11,80,867	12,33,204	104%
17	6	18	12,61,812	22,16,833	176%
Average	-	-	-	-	108%

Total cost to company		
Overall NGOs and SEs	Rural	Compa-ratio
63,005	63,005	100%
99,000	90,000	91%
1,17,312	1,17,312	100%
1,20,000	95,400	80%
2,28,656	1,81,265	79%
3,40,396	3,00,141	88%
4,44,976	6,00,000	135%
7,42,587	9,09,504	122%
12,02,412	12,33,204	103%
13,42,452	22,16,833	165%
-	-	106%



Level Positioning – Rural

NGO Complex Adhoc

compa-ratio less than 70%

compa-ratio more than 130%

- Overall compensation for personnel with Rural scope of role under NGO Complex Adhoc archetype is **highly competitive** when compared with the overall NGOs Complex Adhoc organisations
- The average compa-ratio is **118% at FCTC** and **115% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 17** where the compa-ratio is **168% at FCTC** and **154% at TCTC** with overall NGOs complex Adhoc organisations

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGO Complex Adhoc	Rural	Compa-ratio
9	5	63	95,124	89,676	94%
11	4	253	98,544	91,800	93%
12	9	1083	1,62,832	1,52,412	94%
13	9	397	2,54,760	2,62,261	103%
14	9	177	3,85,183	5,81,196	151%
15	5	70	7,38,600	8,51,406	115%
16	6	42	13,34,780	17,14,315	128%
17	4	16	13,45,462	22,56,948	168%
Average	-	-	-	-	118%

Total cost to company		
Overall NGO Complex Adhoc	Rural	Compa-ratio
95,124	89,676	94%
99,468	91,800	92%
1,62,832	1,52,412	94%
2,61,816	2,62,261	100%
3,93,222	5,81,196	148%
7,51,760	8,51,406	113%
13,41,099	17,14,315	128%
14,68,773	22,56,948	154%
-	-	115%



Level Positioning – Rural

- Overall compensation for personnel with Rural scope of role under NGO Complex Professionally Managed archetype is **slightly less competitive** when compared with the overall NGOs complex professionally managed organisations
- The average compa-ratio is **94% at FCTC** and **93% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 15** where the compa-ratio is **144% at FCTC** and **139% at TCTC** with overall NGOs complex professionally managed organisations

	compa-ratio less than 70%
	compa-ratio more than 130%

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGO Complex Professionally Managed	Rural	Compa-ratio
9	4	17	1,03,325	1,03,325	100%
10	4	568	1,17,312	1,17,312	100%
11	4	61	2,17,627	1,08,845	50%
12	6	707	2,68,133	2,01,365	75%
13	5	133	4,53,011	3,92,417	87%
14	5	52	7,40,068	7,34,229	99%
15	4	18	7,18,978	10,33,028	144%
Average	-	-	-	-	94%

Total cost to company		
Overall NGO Complex Professionally Managed	Rural	Compa-ratio
1,03,325	1,03,325	100%
1,17,312	1,17,312	100%
2,17,627	1,08,845	50%
2,68,636	2,01,365	75%
4,61,375	3,92,417	85%
7,40,068	7,34,229	99%
7,40,819	10,33,028	139%
-	-	93%



Level Positioning – Rural

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for personnel with Rural scope of role under NGO Simple Adhoc archetype is **less competitive** when compared with the overall NGO simple Adhoc
- The average compa-ratio is **84% at both FCTC and TCTC**

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGO Simple Adhoc	Rural	Compa-ratio
12	4	40	1,80,000	1,50,656	84%
Average	-	-	-	-	84%

Total cost to company		
Overall NGO Simple Adhoc	Rural	Compa-ratio
1,80,000	1,50,656	84%
-	-	84%



Level Positioning – Both Urban and Rural Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for personnel with Rural scope of role is **competitive** when compared with the overall social purpose organisations
- The average compa-ratio is **117% at FCTC** and **119% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 14** where the compa-ratio is **166% at FCTC** and **164% at TCTC** with overall social purpose organisations

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall Social Sector	Both Urban and Rural	Compa-ratio
11	6	33	1,20,000	1,31,520	110%
12	20	151	2,28,649	2,90,691	127%
13	16	77	3,45,425	5,41,225	157%
14	15	80	4,96,273	8,24,716	166%
15	15	91	8,00,052	9,06,316	113%
16	13	70	12,23,088	11,04,906	90%
17	9	44	14,79,643	18,12,198	122%
18	6	13	19,09,950	18,64,663	98%
19	8	20	25,18,614	22,30,604	89%
20	6	8	29,52,443	28,74,074	97%
Average	-	-	-	-	117%

Total cost to company		
Overall Social Sector	Both Urban and Rural	Compa-ratio
1,20,000	1,80,000	150%
2,31,258	2,93,662	127%
3,51,600	5,41,225	154%
5,03,376	8,24,716	164%
8,05,649	9,06,316	112%
12,40,000	11,04,906	89%
15,33,476	18,12,198	118%
20,47,030	18,64,663	91%
25,51,817	22,30,604	87%
29,52,443	28,74,074	97%
-	-	119%



Level Positioning – Both Urban and Rural

- Overall compensation for personnel with Rural scope of role under NGOs and SEs category is **highly competitive** when compared with the overall NGOs and SEs
- The average compa-ratio is **126% at FCTC** and **129% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 14** where the compa-ratio is **180% at both FCTC and TCTC** with overall NGOs and SEs

compa-ratio less than 70%

compa-ratio more than 130%

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGOs and SEs	Both Urban and Rural	Compa-ratio
11	5	32	1,16,562	1,25,760	108%
12	13	112	2,22,778	2,31,007	104%
13	10	56	3,36,174	4,61,239	137%
14	10	39	4,44,976	7,98,827	180%
15	10	44	7,30,493	10,35,228	142%
16	7	23	11,80,867	10,15,560	86%
17	5	18	12,61,812	18,41,311	146%
18	4	11	18,06,060	18,64,663	103%
Average	-	-	-	-	126%

Total cost to company		
Overall NGOs and SEs	Both Urban and Rural	Compa-ratio
1,20,000	1,80,000	150%
2,28,656	2,34,551	103%
3,40,396	4,61,239	136%
4,44,976	7,98,827	180%
7,42,587	10,35,228	139%
12,02,412	10,15,560	84%
13,42,452	18,41,311	137%
18,31,401	18,64,663	102%
-	-	129%



Level Positioning – Both Urban and Rural

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for personnel with Both rural and urban scope of role under NGOs Complex Adhoc archetype is **highly competitive** when compared with the overall NGOs and SEs
- The compa-ratio at level 12 is **145% at FCTC** and **163% at TCTC**

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGO Complex Adhoc	Both Urban and Rural	Compa-ratio
12	4	9	1,62,832	2,35,751	145%
Average	-	-	-	-	145%

Total cost to company		
Overall NGO Complex Adhoc	Both Urban and Rural	Compa-ratio
1,62,832	2,66,039	163%
-	-	163%



Level Positioning – Both Urban and Rural

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for personnel with Rural scope of role under NGO Complex Professionally Managed archetype is **highly competitive** when compared with the overall NGO complex professionally managed organisations
- The average compa-ratio is **135% at FCTC** and **133% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 13** where the compa-ratio is **188% at FCTC** and **185% at TCTC** with overall NGO complex professionally managed organisations

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGO Complex Professionally Managed	Both Urban and Rural	Compa-ratio
12	7	89	2,68,133	2,28,662	85%
13	6	36	4,53,011	8,52,189	188%
14	6	24	7,40,068	8,99,053	121%
15	7	33	7,18,978	11,13,869	155%
16	4	19	10,73,496	13,96,507	130%
17	4	17	14,04,313	18,68,224	133%
Average	-	-	-	-	135%

Total cost to company		
Overall NGO Complex Professionally Managed	Both Urban and Rural	Compa-ratio
2,68,636	2,28,662	85%
4,61,375	8,52,189	185%
7,40,068	8,99,053	121%
7,40,819	11,13,869	150%
11,01,600	13,96,507	127%
14,66,686	18,68,224	127%
-	-	133%



Level Positioning – Both Urban and Rural

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for personnel with Rural scope of role under Ecosystem Support organisations category is **competitive** when compared with the overall ecosystem support organisations
- The average compa-ratio is **103% at FCTC** and **101% at TCTC**
- Level 12 has a **higher compa-ratio** as compared to level 15 for ecosystem support organisations

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall Ecosystem Support organisations	Both Urban and Rural	Compa-ratio
12	4	28	4,80,424	6,03,000	126%
15	4	12	9,23,008	9,15,474	99%
Average	-	-	-	-	103%

Total cost to company		
Overall Ecosystem Support organisations	Both Urban and Rural	Compa-ratio
4,80,424	6,03,000	126%
9,23,008	9,15,474	99%
-	-	101%



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Results – Thematic Areas



Key Insights

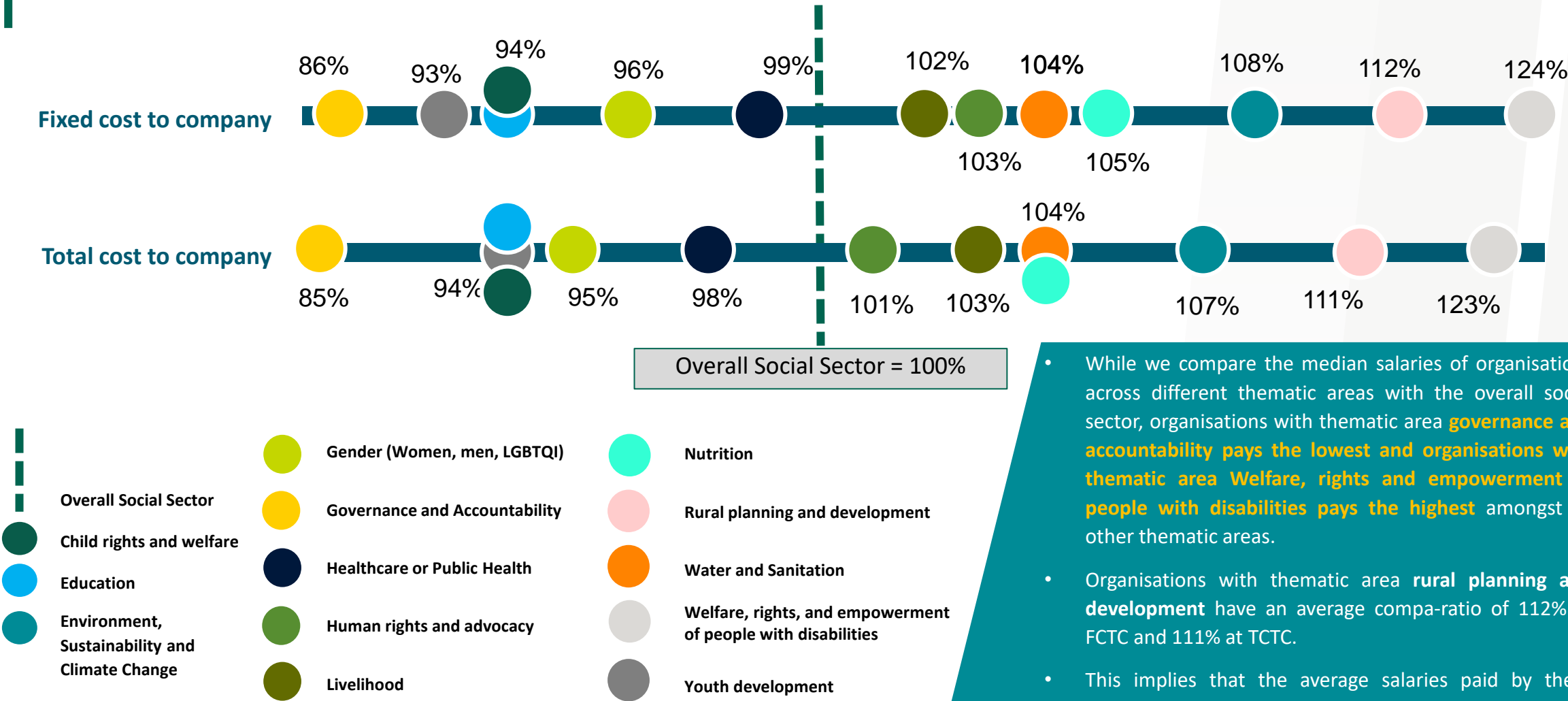
Personnel in organisations operating under thematic areas **Governance & Accountability (86%)**, **Education (94%)**, **youth development (93%)**, **Child Rights & Welfare (94%)**, **Gender (96%)** and **Healthcare (99%)** are paid slightly lesser compensation as compared to overall social sector.

The average compa-ratio for organisations with thematic area **governance & accountability** is 86% at FCTC and 85% at TCTC. This implies that the average salaries paid at FCTC are 14% lower than what is being paid in overall social sector.

Organisations with thematic area **welfare, rights and empowerment** are paying the highest compensation amongst all other categories of thematic areas as compared to overall social sector. The average compa-ratio at FCTC is 124% and 123% at TCTC.



Overall Positioning – Different Thematic Areas



- While we compare the median salaries of organisations across different thematic areas with the overall social sector, organisations with thematic area **governance and accountability** pays the lowest and organisations with thematic area **Welfare, rights and empowerment of people with disabilities** pays the highest amongst all other thematic areas.
- Organisations with thematic area **rural planning and development** have an average compa-ratio of 112% at FCTC and 111% at TCTC.
- This implies that the average salaries paid by these organisations are 12% higher than what is being paid in the overall social sector at FCTC.



Level Positioning – Child Rights and Welfare

- Overall compensation for organisations with thematic area Child Rights & Welfare is slightly less competitive with the overall social sector. The average compa-ratio at both FCTC and TCTC is **94%**
- Personnel in organisations with thematic area Child Rights & Welfare are broadly either at par or above across all levels when compared with overall social purpose organisations except at KF HRLs 12 & 14.
- When we compare the median compensation across all KF hay reference levels, the lowest compa-ratio is observed at KF HRL 12 (**59% at FCTC and 60% at TCTC**)

	compa-ratio less than 70%
	compa-ratio more than 130%

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall Social Sector	Child Rights and Welfare	Compa-ratio
8	4	7	63,005	60,000	95%
9	4	24	99,000	127,561	129%
10	6	42	117,312	130,291	111%
11	8	146	120,000	174,635	146%
12	12	877	228,649	135,763	59%
13	11	144	345,425	344,384	100%
14	11	434	496,273	341,570	69%
15	9	157	800,052	906,316	113%
16	10	99	1,223,088	1,005,306	82%
17	8	107	1,479,643	1,049,499	71%
18	7	56	1,909,950	1,551,172	81%
19	7	25	2,518,614	2,130,204	85%
20	5	21	2,952,443	2,509,200	85%
Average	-	-	-	-	94%

Total cost to company		
Overall Social Sector	Child Rights and Welfare	Compa-ratio
63,005	60,000	95%
99,000	130,824	132%
117,312	132,156	113%
120,000	174,635	146%
231,258	139,368	60%
351,600	344,384	98%
503,376	347,531	69%
805,649	906,316	112%
1,240,000	1,005,306	81%
1,533,476	1,091,124	71%
2,047,030	1,582,369	77%
2,551,817	2,141,112	84%
2,952,443	2,509,200	85%
-	-	94%



Level Positioning – Child Rights and Welfare

- Overall compensation for organisations with thematic area Child Rights & Welfare under NGOs & SEs category is competitive with the overall NGOs & SEs organisations. The average compa-ratio at both FCTC and TCTC is **106%**
- Personnel in organisations with thematic area Child Rights & Welfare are broadly either at par or above across all levels when compared with overall NGOs & SEs organisations except at KF HRLs 12 & 14.
- When we compare the median compensation across all KF hay reference levels, the lowest compa-ratio is observed at KF HRL 12 (**61% at both FCTC and TCTC**)

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGOs & SEs	Child Rights and Welfare	Compa-ratio
8	4	7	63,005	60,000	95%
9	4	24	99,000	127,561	129%
10	6	42	117,312	130,291	111%
11	7	145	116,562	169,464	145%
12	11	869	222,778	135,648	61%
13	10	132	336,174	333,934	99%
14	10	412	444,976	330,701	74%
15	8	122	730,493	938,654	128%
16	8	48	1,180,867	1,281,668	109%
17	6	53	1,261,812	1,390,154	110%
18	6	33	1,806,060	1,977,561	109%
19	5	12	2,039,804	2,109,327	103%
Average	-	-	-	-	106%

	compa-ratio less than 70%
	compa-ratio more than 130%

Total cost to company		
Overall NGOs & SEs	Child Rights and Welfare	Compa-ratio
63,005	60,000	95%
99,000	130,824	132%
117,312	132,156	113%
120,000	169,464	141%
228,656	139,248	61%
340,396	333,934	98%
444,976	336,390	76%
742,587	938,654	126%
1,202,412	1,281,668	107%
1,342,452	1,390,154	104%
1,831,401	2,047,030	112%
2,122,608	2,195,028	103%
-	-	106%



Level Positioning – Child Rights and Welfare

- Overall compensation for organisations with thematic area Child Rights & Welfare under NGO Complex Adhoc archetype is competitive with the overall NGO Complex Adhoc organisations. The average compa-ratio at FCTC is **98%** and at TCTC, it is **115%**.
- Personnel in organisations with thematic area Child Rights & Welfare are paid higher compensation at lower levels (10,11,13) and lower compensation at higher levels (KF HRL 14,16) when compared with overall NGO Complex Adhoc organisations.
- When we compare the median compensation across all KF hay reference levels, the highest compa-ratio is observed at KF HRL 11 (**142% at FCTC and 159% at TCTC**)

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGO Complex Adhoc	Child Rights and Welfare	Compa-ratio
10	4	35	93,600	127,198	136%
11	4	91	98,544	140,337	142%
12	5	755	162,832	134,623	83%
13	6	76	254,760	302,596	119%
14	6	319	385,183	235,273	61%
15	4	51	738,600	643,023	87%
16	5	26	1,334,780	807,972	61%
Average	-	-	-	-	98%

	compa-ratio less than 70%	
	compa-ratio more than 130%	
Total cost to company		
Overall NGO Compl ex Adhoc	Child Rights and Welfar e	Compa -ratio
93,600	138,564	148%
99,468	158,083	159%
162,832	187,764	115%
261,816	295,728	113%
393,222	311,217	79%
751,760	716,876	95%
1,341,099	1,231,971	92%
-	-	115%



Level Positioning – Education Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with thematic area Education is slightly less competitive when compared with the overall social sector. The average compa-ratio at both FCTC and TCTC is **94%**.
- Personnel in organisations with thematic area Education are broadly either at par or only slightly lower as compared to the overall social sector across all levels.
- When we compare the median compensation across all KF hay reference levels, the lowest compa-ratio is observed at KF HRL 17 (**75% at FCTC and 76% TCTC**)

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall Social Sector	Education	Compa-ratio
8	7	48	63,005	63,005	100%
9	8	99	99,000	99,000	100%
10	10	753	117,312	117,312	100%
11	15	426	120,000	106,650	89%
12	31	2814	228,649	185,004	81%
13	28	778	345,425	357,272	103%
14	25	685	496,273	406,541	82%
15	26	357	800,052	716,069	90%
16	23	132	1,223,088	1,262,575	103%
17	18	115	1,479,643	1,104,300	75%
18	14	60	1,909,950	1,869,260	98%
19	14	29	2,518,614	2,407,035	96%
20	14	31	2,952,443	2,797,867	95%
21	8	15	3,988,826	4,223,472	106%
Average	-	-	-	-	94%

Total cost to company		
Overall Social Sector	Education	Compa-ratio
63,005	63,005	100%
99,000	99,000	100%
117,312	117,312	100%
120,000	108,240	90%
231,258	185,022	80%
351,600	359,999	102%
503,376	420,000	83%
805,649	724,278	90%
1,240,000	1,271,685	103%
1,533,476	1,166,853	76%
2,047,030	1,890,880	92%
2,551,817	2,407,035	94%
2,952,443	2,797,867	95%
4,152,840	4,397,262	106%
-	-	94%



Level Positioning – Education

- Overall compensation for organisations with thematic area Education under NGOs & SEs category is competitive with the overall NGOs & SEs organisations. The average compa-ratio at FCTC is 102% and 101% at TCTC.
- Personnel in organisations with thematic area Education are broadly either at par or above across all levels when compared with overall NGOs & SEs organisations except at KF HRL 21.
- When we compare the median compensation across all KF hay reference levels, the highest compa-ratio is observed at KF HRL 21 (**143% at FCTC and 138% at TCTC**)

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGOs & SEs	Education	Compa-ratio
8	7	48	63,005	63,005	100%
9	8	99	99,000	99,000	100%
10	10	753	117,312	117,312	100%
11	15	426	116,562	106,650	91%
12	28	2796	222,778	185,004	83%
13	27	768	336,174	356,634	106%
14	23	673	444,976	402,977	91%
15	24	351	730,493	711,480	97%
16	21	129	1,180,867	1,263,145	107%
17	17	114	1,261,812	1,099,594	87%
18	14	60	1,806,060	1,869,260	103%
19	12	25	2,039,804	2,464,961	121%
20	13	28	2,854,153	2,797,867	98%
21	7	14	3,060,564	4,365,556	143%
Average	-	-	-	-	102%

NGOs and SEs

	compa-ratio less than 70%
	compa-ratio more than 130%

Total cost to company		
Overall NGOs & SEs	Education	Compa-ratio
63,005	63,005	100%
99,000	99,000	100%
117,312	117,312	100%
120,000	108,240	90%
228,656	185,004	81%
340,396	358,133	105%
444,976	413,940	93%
742,587	724,057	98%
1,202,412	1,280,225	106%
1,342,452	1,157,531	86%
1,831,401	1,890,880	103%
2,122,608	2,464,961	116%
2,854,153	2,797,867	98%
3,219,924	4,452,451	138%
-	-	101%



Level Positioning – Education

- Overall compensation for organisations with thematic area Education under NGO Complex Adhoc archetype is competitive with the overall NGO Complex Adhoc organisations. The average compa-ratio at FCTC is **96%** and at TCTC, it is **97%**.
- Personnel in organisations with thematic area Education are broadly either at par or above across all levels when compared with overall NGO Complex Adhoc organisations.
- When we compare the median compensation across all KF hay reference levels, the highest compa-ratio is observed at KF HRL 13 (**119% at FCTC and 120% at TCTC**)

	compa-ratio less than 70%
	compa-ratio more than 130%

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGO Complex Adhoc	Education	Compa-ratio
8	5	11	65,106	60,000	92%
9	6	84	95,124	92,592	97%
10	6	192	93,600	93,300	100%
11	10	351	98,544	96,504	98%
12	16	1849	162,832	142,668	88%
13	16	532	254,760	304,082	119%
14	14	552	385,183	367,085	95%
15	12	185	738,600	746,162	101%
16	12	88	1,334,780	1,258,826	94%
17	8	43	1,345,462	1,104,300	82%
18	7	34	1,707,350	1,691,101	99%
19	5	13	2,558,347	2,161,086	84%
20	7	18	2,903,505	2,837,331	98%
21	5	11	4,163,010	4,223,472	101%
Average	-	-	-	-	96%

Total cost to company		
Overall NGO Complex Adhoc	Education	Compa-ratio
65,106	60,000	92%
95,124	92,592	97%
93,600	93,300	100%
99,468	99,012	100%
162,832	142,668	88%
261,816	314,892	120%
393,222	378,618	96%
751,760	789,465	105%
1,341,099	1,258,826	94%
1,468,773	1,148,208	78%
1,707,350	1,691,101	99%
2,558,347	2,248,944	88%
2,903,505	2,837,331	98%
4,397,262	4,397,262	100%
-	-	97%



Level Positioning – Education

- Overall compensation for organisations with thematic area Education under NGO Complex Professionally Managed archetype is competitive with the overall NGO Complex Professionally Managed organisations. The average compa-ratio at FCTC is **113%** and at TCTC, it is **111%**.
- Personnel across different levels in organisations with thematic area Education are paying higher compensation when compared with overall NGO Complex professionally managed organisations except for KF HRLs(12,15,17).
- When we compare the median compensation across all KF hay reference levels, the highest compa-ratio is observed at KF HRL 16 (**142% at FCTC and 138% at TCTC**)

	compa-ratio less than 70%
	compa-ratio more than 130%

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGO Complex Professionally Managed	Education	Compa-ratio
12	6	913	268,133	251,669	94%
13	6	216	453,011	494,587	109%
14	6	109	740,068	927,257	125%
15	6	152	718,978	638,976	89%
16	5	26	1,073,496	1,522,633	142%
17	5	64	1,404,313	1,196,743	85%
18	5	24	2,120,942	2,503,771	118%
19	4	9	2,521,680	3,516,497	139%
Average	-	-	-	-	113%

Total cost to company		
Overall NGO Complex Professionally Managed	Education	Compa-ratio
268,636	253,802	94%
461,375	494,587	107%
740,068	927,257	125%
740,819	680,138	92%
1,101,600	1,522,633	138%
1,466,686	1,311,526	89%
2,120,942	2,503,771	118%
2,802,000	3,516,497	125%
-	-	111%



Level Positioning – Education

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with thematic area Education under NGO Simple Adhoc archetype is competitive with the overall NGO Simple Adhoc organisations. The average compa-ratio at FCTC is **110%** and at TCTC, it is **109%**
- Personnel in organisations with thematic area Education are paying slightly higher compensation when compared with overall NGO Simple Adhoc organisations

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGO Simple Adhoc	Education	Compa-ratio
12	4	29	180,000	192,000	107%
15	4	12	556,827	628,035	113%
Average	-	-	-	-	110%

Total cost to company		
Overall NGO Simple Adhoc	Education	Compa-ratio
180,000	192,000	107%
585,000	650,535	111%
-	-	109%



Level Positioning – Environment, Sustainability and Climate Change Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with thematic area Environment, Sustainability and climate change is competitive when compared with the overall social sector. The average compa-ratio at FCTC is **108%** and TCTC is **107%**.
- Personnel in organisations with thematic area Environment, Sustainability and climate change are broadly either above or slightly low across all levels as compared to the overall social sector except at KF HRL 16.
- When we compare the median compensation across all KF hay reference levels, the highest compa-ratio is observed at KF HRL 11 (**185% at FCTC and 187% TCTC**)

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall Social Sector	Environment, Sustainability and Climate Change	Compa-ratio
9	6	11	99,000	84,000	85%
10	5	28	117,312	144,829	123%
11	7	68	120,000	221,609	185%
12	10	262	228,649	285,323	125%
13	7	60	345,425	352,917	102%
14	4	68	496,273	448,550	90%
15	5	52	800,052	748,800	94%
16	5	13	1,223,088	492,000	40%
17	6	12	1,479,643	1,892,322	128%
Average	-	-	-	-	108%

Total cost to company		
Overall Social Sector	Environment, Sustainability and Climate Change	Compa-ratio
99,000	84,000	85%
117,312	144,829	123%
120,000	224,977	187%
231,258	288,951	125%
351,600	352,917	100%
503,376	448,550	89%
805,649	748,800	93%
1,240,000	492,000	40%
1,533,476	1,892,322	123%
-	-	107%



Level Positioning – Environment, Sustainability and Climate Change

NGOs and SEs

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with thematic area Environment, Sustainability and climate change under NGOs & SEs category is competitive with the overall NGOs & SEs organisations. The average compa-ratio at FCTC is **113%** and **111%** at TCTC.
- Personnel in organisations with thematic area Environment, Sustainability and climate change are broadly either at par or above across all levels when compared with overall NGOs & SEs organisations except at KF HRL 16.
- When we compare the median compensation across all KF hay reference levels, the lowest compa-ratio is observed at KF HRL 16 (**37% at FCTC and 36% at TCTC**)

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGOs & SEs	Environment, Sustainability and Climate Change	Compa-ratio
9	6	11	99,000	84,000	85%
10	5	28	117,312	144,829	123%
11	7	68	116,562	221,609	190%
12	9	260	222,778	283,153	127%
13	6	59	336,174	351,600	105%
14	4	68	444,976	448,550	101%
15	5	52	730,493	748,800	103%
16	4	12	1,180,867	435,487	37%
17	5	11	1,261,812	1,892,322	150%
Average	-	-	-	-	113%

Total cost to company		
Overall NGOs & SEs	Environment, Sustainability and Climate Change	Compa-ratio
99,000	84,000	85%
117,312	144,829	123%
120,000	224,977	187%
228,656	285,323	125%
340,396	351,600	103%
444,976	448,550	101%
742,587	748,800	101%
1,202,412	435,487	36%
1,342,452	1,892,322	141%
-	-	111%

Level Positioning – Environment, Sustainability and Climate Change

	<i>compa-ratio less than 70%</i>
	<i>compa-ratio more than 130%</i>

- Personnel in organisations with thematic area Environment, Sustainability and climate change are being paid higher compensation at KF HRL 12 when compared with overall NGO Complex Adhoc organisations.

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGO Complex Adhoc	Environment, Sustainability and Climate Change	Compa-ratio
12	4	28	162,832	298,954	184%
Average	-	-	-	-	184%

Total cost to company		
Overall NGO Complex Adhoc	Environment, Sustainability and Climate Change	Compa-ratio
162,832	315,025	193%
-	-	193%



Level Positioning – Gender (Women, men, LGBTQI) Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with thematic area Gender is slightly less competitive when compared with the overall social sector. The average compa-ratio at FCTC is **96%** and TCTC is **95%**.
- Personnel in organisations with thematic area Gender are being paid higher compensation at lower levels (KF HRL 10,11,12,14) and significantly lower compensation at higher levels (KF HRL 16,17,18,19,20) as compared to the overall social sector.
- When we compare the median compensation across all KF hay reference levels, the lowest compa-ratio is observed at KF HRL 17 (**53% at FCTC and 51% TCTC**)

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall Social Sector	Gender	Compa-ratio
10	5	14	117,312	150,144	128%
11	6	12	120,000	176,811	147%
12	15	554	228,649	373,960	164%
13	14	430	345,425	290,027	84%
14	13	307	496,273	511,378	103%
15	13	153	800,052	748,800	94%
16	12	78	1,223,088	776,715	64%
17	9	77	1,479,643	787,578	53%
18	11	53	1,909,950	1,413,022	74%
19	10	38	2,518,614	1,640,508	65%
20	8	25	2,952,443	2,118,828	72%
22	5	9	5,040,138	5,040,138	100%
Average	-	-	-	-	96%

			Total cost to company		
Overall Social Sector	Gender	Compa-ratio	Overall Social Sector	Gender	Compa-ratio
117,312	150,144	128%	117,312	150,144	128%
120,000	176,811	147%	120,000	176,811	147%
231,258	373,960	162%	231,258	373,960	162%
351,600	290,027	82%	351,600	290,027	82%
503,376	511,378	102%	503,376	511,378	102%
805,649	748,800	93%	805,649	748,800	93%
1,240,000	804,222	65%	1,240,000	804,222	65%
1,533,476	787,578	51%	1,533,476	787,578	51%
2,047,030	1,413,022	69%	2,047,030	1,413,022	69%
2,551,817	1,747,868	68%	2,551,817	1,747,868	68%
2,952,443	2,118,828	72%	2,952,443	2,118,828	72%
5,040,138	5,040,138	100%	5,040,138	5,040,138	100%
-	-	95%	-	-	95%



Level Positioning – Gender (Women, men, LGBTQI)

- Overall compensation for organisations with thematic area Gender under NGOs & SEs category is slightly less competitive with the overall NGOs & SEs organisations. The average compa-ratio at FCTC is **90%** and **89%** at TCTC.
- Personnel in organisations with thematic area gender are being paid higher compensation at lower levels (KF HRL 10,12,14,15) and significantly lower compensation at higher levels (KF HRL 16,17,18,19,20,22) when compared with overall NGOs & SEs organisations.
- When we compare the median compensation across all KF hay reference levels, the lowest compa-ratio is observed at KF HRL 19 (**56% at FCTC and 54% at TCTC**)

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGOs & SEs	Gender	Compa-ratio
10	4	11	117,312	143,369	122%
12	12	525	222,778	370,296	166%
13	10	420	336,174	267,048	79%
14	11	285	444,976	481,848	108%
15	10	142	730,493	736,459	101%
16	9	57	1,180,867	866,904	73%
17	7	40	1,261,812	825,286	65%
18	8	28	1,806,060	1,316,148	73%
19	6	30	2,039,804	1,137,148	56%
20	6	11	2,854,153	1,867,128	65%
22	4	4	5,111,762	3,823,300	75%
Average	-	-	-	-	90%

compa-ratio less than 70%

compa-ratio more than 130%

Total cost to company		
Overall NGOs & SEs	Gender	Compa-ratio
117,312	143,369	122%
228,656	370,296	162%
340,396	267,048	78%
444,976	481,848	108%
742,587	738,094	99%
1,202,412	871,200	72%
1,342,452	867,786	65%
1,831,401	1,316,148	72%
2,122,608	1,150,288	54%
2,854,153	1,867,128	65%
5,111,762	4,248,300	83%
-	-	89%



Level Positioning – Gender (Women, men, LGBTQI)

- Overall compensation for organisations with thematic area Gender under NGO Complex Adhoc archetype is competitive with the overall NGO Complex Adhoc organisations. The average compa-ratio at FCTC is **108%** and at TCTC, it is **106%**.
- Personnel in organisations with thematic area Gender are being paid lesser compensation at levels 13 & 16 and are paid higher compensation at levels 12 & 14 when compared with overall NGO Complex Adhoc organisations.
- When we compare the median compensation across all KF hay reference levels, the highest compa-ratio is observed at KF HRL 12 (**145% at both FCTC & TCTC**)

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGO Complex Adhoc	Gender	Compa-ratio
12	4	65	162,832	236,820	145%
13	4	237	254,760	215,520	85%
14	4	221	385,183	435,600	113%
16	4	20	1,334,780	1,164,091	87%
Average	-	-	-	-	108%

	compa-ratio less than 70%
	compa-ratio more than 130%

Total cost to company		
Overall NGO Complex Adhoc	Gender	Compa-ratio
162,832	236,820	145%
261,816	215,520	82%
393,222	435,600	111%
1,341,099	1,164,091	87%
-	-	106%



Level Positioning – Gender (Women, men, LGBTQI)

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with thematic area Gender under NGO Complex professionally managed archetype is quite competitive with the overall NGO Complex professionally managed organisations. The average compa-ratio at FCTC is **114%** and at TCTC, it is **112%**.
- Personnel in organisations with thematic area Gender are being paid higher compensation across all levels when compared with overall NGO Complex professionally managed organisations.
- When we compare the median compensation across all KF hay reference levels, the highest compa-ratio is observed at KF HRL 15 (**131% at FCTC & 127% at TCTC**)

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGO Complex Professionally Managed	Gender	Compa-ratio
12	4	88	268,133	321,799	120%
14	4	38	740,068	766,027	104%
15	4	46	718,978	940,661	131%
17	4	17	1,404,313	1,411,532	101%
Average	-	-	-	-	114%

Total cost to company		
Overall NGO Complex Professionally Managed	Gender	Compa-ratio
268,636	321,799	120%
740,068	766,027	104%
740,819	940,661	127%
1,466,686	1,445,473	99%
-	-	112%

Level Positioning – Governance and Accountability Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with thematic area Governance & Accountability is less competitive when compared with the overall social sector. The average compa-ratio at FCTC is **86%** and TCTC is **85%**.
- Personnel in organisations with thematic area Governance & Accountability are being paid lesser compensation across all levels except at KF HRL 12 as compared to the overall social sector.
- When we compare the median compensation across all KF hay reference levels, the lowest compa-ratio is observed at KF HRL 17 (**48% at FCTC and 46% TCTC**)

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall Social Sector	Governance and Accountability	Compa-ratio
12	6	409	228,649	380,088	166%
13	5	385	345,425	255,936	74%
14	4	209	496,273	430,956	87%
15	4	82	800,052	681,605	85%
17	4	23	1,479,643	707,367	48%
20	4	8	2,952,443	1,650,203	56%
Average	-	-	-	-	86%

Total cost to company		
Overall Social Sector	Governance and Accountability	Compa-ratio
231,258	380,088	164%
351,600	255,936	73%
503,376	430,956	86%
805,649	681,605	85%
1,533,476	707,367	46%
2,952,443	1,650,203	56%
-	-	85%



Level Positioning – Governance and Accountability Overall

- Overall compensation for organisations with thematic area Governance & Accountability under NGOs & SEs category is slightly less competitive with the overall NGOs & SEs organisations. The average compa-ratio at FCTC is **92%** and **90%** at TCTC.
- Personnel in organisations with thematic area Governance & Accountability are being paid lesser compensation across all levels except at KF HRL 12 when compared with overall NGOs & SEs organisations.
- When we compare the median compensation across all KF hay reference levels, the lowest compa-ratio is observed at KF HRL 17 (**56% at FCTC and 53% at TCTC**)

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGOs and SEs	Governance and Accountability	Compa-ratio
12	6	409	222,778	380,088	171%
13	5	385	336,174	255,936	76%
14	4	209	444,976	430,956	97%
15	4	82	730,493	681,605	93%
17	4	23	1,261,812	707,367	56%
20	4	8	2,854,153	1,650,203	58%
Average	-	-	-	-	92%

NGOs and SEs

	compa-ratio less than 70%
	compa-ratio more than 130%

Total cost to company		
Overall NGOs and SEs	Governance and Accountability	Compa-ratio
228,656	380,088	166%
340,396	255,936	75%
444,976	430,956	97%
742,587	681,605	92%
1,342,452	707,367	53%
2,854,153	1,650,203	58%
-	-	90%



Level Positioning – Healthcare or Public Health Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with thematic area Healthcare or Public Health is slightly less competitive when compared with the overall social sector. The average compa-ratio at FCTC is **98%** and TCTC is **99%**.
- Personnel in organisations with thematic area Healthcare or Public Health are broadly either paid at par or above across all levels except at KF HRLs(17,19,21,22) as compared to the overall social sector.
- When we compare the median compensation across all KF hay reference levels, the lowest compa-ratio is observed at KF HRL 21 (**54% at FCTC and 52% TCTC**)

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall Social Sector	Healthcare or Public Health	Compa-ratio
11	4	63	120,000	108,845	91%
12	13	1308	228,649	289,409	127%
13	12	529	345,425	388,508	112%
14	12	206	496,273	665,443	134%
15	12	208	800,052	818,033	102%
16	12	92	1,223,088	1,267,254	104%
17	10	39	1,479,643	935,326	63%
18	9	30	1,909,950	2,380,000	125%
19	9	36	2,518,614	1,512,820	60%
20	10	28	2,952,443	3,836,653	130%
21	4	9	3,988,826	2,145,599	54%
22	5	5	5,040,138	3,942,112	78%
Average	-	-	-	-	98%

Total cost to company		
Overall Social Sector	Healthcare or Public Health	Compa-ratio
120,000	108,845	91%
231,258	289,409	125%
351,600	390,313	111%
503,376	667,232	133%
805,649	845,466	105%
1,240,000	1,267,254	102%
1,533,476	964,580	63%
2,047,030	2,499,839	122%
2,551,817	1,512,820	59%
2,952,443	4,010,953	136%
4,152,840	2,145,599	52%
5,040,138	4,218,060	84%
-	-	99%



Level Positioning – Healthcare or Public Health

- Overall compensation for organisations with thematic area Healthcare or Public Health under NGOs & SEs category is competitive with the overall NGOs & SEs organisations. The average compa-ratio at FCTC is **104%** and **103%** at TCTC.
- Personnel in organisations with thematic area Healthcare or Public Health are being paid higher compensation across all levels except at KF HRLs (11,17,19,21,22) when compared with overall NGOs & SEs organisations.
- When we compare the median compensation across all KF hay reference levels, the highest compa-ratio is observed at KF HRL 14 (**145% at FCTC and 149% at TCTC**)

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGOs and SEs	Healthcare or Public Health	Compa-ratio
11	4	63	116,562	108,845	93%
12	11	1283	222,778	286,757	129%
13	11	519	336,174	387,258	115%
14	11	196	444,976	643,494	145%
15	11	193	730,493	801,793	110%
16	10	86	1,180,867	1,262,004	107%
17	8	37	1,261,812	900,000	71%
18	8	20	1,806,060	2,192,405	121%
19	9	36	2,039,804	1,512,820	74%
20	9	23	2,854,153	3,808,752	133%
21	4	9	3,060,564	2,145,599	70%
22	4	4	5,111,762	4,066,313	80%
Average	-	-	-	-	104%

compa-ratio less than 70%

compa-ratio more than 130%

Total cost to company		
Overall NGOs and SEs	Healthcare or Public Health	Compa-ratio
120,000	108,845	91%
228,656	286,911	125%
340,396	389,398	114%
444,976	661,241	149%
742,587	819,711	110%
1,202,412	1,262,004	105%
1,342,452	900,000	67%
1,831,401	2,289,665	125%
2,122,608	1,512,820	71%
2,854,153	3,864,553	135%
3,219,924	2,145,599	67%
5,111,762	4,066,313	80%
-	-	103%



Level Positioning – Healthcare or Public Health

- Overall compensation for organisations with thematic area Healthcare or Public Health under NGO Complex Adhoc archetype is quite competitive with the overall NGO Complex Adhoc organisations. The average compa-ratio at FCTC is **134%** and at TCTC, it is **135%**.
- Personnel in organisations with thematic area Healthcare or Public Health are being paid higher compensation across all levels when compared with overall NGO Complex Adhoc organisations.
- When we compare the median compensation across all KF hay reference levels, the highest compa-ratio is observed at KF HRL 11 (**206% at FCTC & 207% at TCTC**)

	compa-ratio less than 70%
	compa-ratio more than 130%

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGO Complex Adhoc	Healthcare or Public Health	Compa-ratio
12	7	232	162,832	336,000	206%
13	7	234	254,760	365,713	144%
14	7	128	385,183	613,342	159%
15	7	144	738,600	801,074	108%
16	7	64	1,334,780	1,326,000	99%
17	4	13	1,345,462	1,716,839	128%
18	5	17	1,707,350	2,124,058	124%
19	6	9	2,558,347	2,741,093	107%
20	6	17	2,903,505	3,808,752	131%
Average	-	-	-	-	134%

Total cost to company		
Overall NGO Complex Adhoc	Healthcare or Public Health	Compa-ratio
162,832	336,275	207%
261,816	376,165	144%
393,222	616,109	157%
751,760	819,073	109%
1,341,099	1,364,643	102%
1,468,773	1,776,887	121%
1,707,350	2,260,752	132%
2,558,347	2,762,794	108%
2,903,505	3,864,553	133%
-	-	135%



Level Positioning – Human rights and advocacy Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with thematic area Human Rights & Advocacy is competitive when compared with the overall social sector. The average compa-ratio at FCTC is **103%** and TCTC is **101%**.
- Personnel in organisations with thematic area Healthcare or Public Health are being paid higher compensation at both the levels (KF HRL 12 & 13) as compared to the overall social sector.

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall Social Sector	Human rights and advocacy	Compa-ratio
12	4	22	228,649	234,551	103%
13	4	11	345,425	354,233	103%
Average	-	-	-	-	103%

Total cost to company		
Overall Social Sector	Human rights and advocacy	Compa-ratio
231,258	234,551	101%
351,600	354,233	101%
-	-	101%



Level Positioning – Livelihood Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with thematic area Livelihood is competitive when compared with the overall social sector. The average compa-ratio at FCTC is **102%** and TCTC is **103%**.
- Personnel in organisations with thematic area Livelihood are broadly either paid at par or above across all levels except at KF HRLs (15,16,17,18,21) as compared to the overall social sector.
- When we compare the median compensation across all KF hay reference levels, the lowest compa-ratio is observed at KF HRL 21 (**77% at FCTC and 78% TCTC**)

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall Social Sector	Livelihood	Compa-ratio
8	6	52	63,005	63,005	100%
9	7	33	99,000	103,325	104%
10	12	595	117,312	117,312	100%
11	10	163	120,000	127,847	107%
12	22	1505	228,649	259,494	113%
13	18	383	345,425	374,189	108%
14	18	262	496,273	629,469	127%
15	16	243	800,052	718,978	90%
16	14	92	1,223,088	1,199,283	98%
17	10	72	1,479,643	1,223,482	83%
18	13	42	1,909,950	1,869,260	98%
19	8	16	2,518,614	2,863,236	114%
20	8	17	2,952,443	3,259,521	110%
21	4	5	3,988,826	3,060,564	77%
Average	-	-	-	-	102%

Total cost to company		
Overall Social Sector	Livelihood	Compa-ratio
63,005	63,005	100%
99,000	103,325	104%
117,312	117,312	100%
120,000	131,553	110%
231,258	261,049	113%
351,600	383,483	109%
503,376	630,586	125%
805,649	740,819	92%
1,240,000	1,202,412	97%
1,533,476	1,318,127	86%
2,047,030	1,932,301	94%
2,551,817	2,981,664	117%
2,952,443	3,326,400	113%
4,152,840	3,219,924	78%
-	-	103%



Level Positioning – Livelihood

- Overall compensation for organisations with thematic area Livelihood under NGOs & SEs category is competitive with the overall NGOs & SEs organisations. The average compa-ratio is **107%** at both FCTC & TCTC.
- Personnel in organisations with thematic area Livelihood are broadly either paid at par or above across all levels except at KF HRLs (15,16,17,18,20) when compared with overall NGOs & SEs organisations.
- When we compare the median compensation across all KF hay reference levels, the highest compa-ratio is observed at KF HRL 19 (**154% at FCTC and 148% at TCTC**)

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGOs and SEs	Livelihood	Compa-ratio
8	6	52	63,005	63,005	100%
9	7	33	99,000	103,325	104%
10	10	591	117,312	117,312	100%
11	9	160	116,562	127,048	109%
12	19	1458	222,778	253,703	114%
13	15	365	336,174	365,052	109%
14	16	232	444,976	593,952	133%
15	13	218	730,493	661,677	91%
16	12	83	1,180,867	1,147,881	97%
17	9	71	1,261,812	1,185,153	94%
18	9	29	1,806,060	1,741,430	96%
19	7	15	2,039,804	3,139,517	154%
20	7	12	2,854,153	2,569,629	90%
21	4	5	3,060,564	3,060,564	100%
Average	-	-	-	-	107%

	compa-ratio less than 70%
	compa-ratio more than 130%

Total cost to company		
Overall NGOs and SEs	Livelihood	Compa-ratio
63,005	63,005	100%
99,000	103,325	104%
117,312	117,312	100%
120,000	131,520	110%
228,656	257,332	113%
340,396	374,189	110%
444,976	597,643	134%
742,587	699,231	94%
1,202,412	1,196,750	100%
1,342,452	1,293,802	96%
1,831,401	1,864,663	102%
2,122,608	3,139,517	148%
2,854,153	2,569,629	90%
3,219,924	3,219,924	100%
-	-	107%



Level Positioning – Livelihood

- Overall compensation for organisations with thematic area Livelihood under NGO Complex Adhoc archetype is quite competitive with the overall NGO Complex Adhoc organisations. The average compa-ratio at FCTC is **142%** and at TCTC, it is **143%**.
- Personnel in organisations with thematic area Livelihood are being paid higher compensation across all levels when compared with overall NGO Complex Adhoc organisations.
- When we compare the median compensation across all KF hay reference levels, the highest compa-ratio is observed at KF HRL 10 (**174% at both FCTC & TCTC**)

	compa-ratio less than 70%
	compa-ratio more than 130%

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGO Complex Adhoc	Livelihood	Compa-ratio
10	4	20	93,600	163,107	174%
12	10	320	162,832	254,819	156%
13	8	179	254,760	353,931	139%
14	8	120	385,183	624,709	162%
15	6	79	738,600	968,916	131%
16	6	39	1,334,780	1,614,608	121%
18	5	17	1,707,350	1,873,857	110%
Average	-	-	-	-	142%

Total cost to company		
Overall NGO Complex Adhoc	Livelihood	Compa-ratio
93,600	163,107	174%
162,832	256,893	158%
261,816	358,665	137%
393,222	629,469	160%
751,760	979,020	130%
1,341,099	1,712,231	128%
1,707,350	1,920,601	112%
-	-	143%



Level Positioning – Livelihood

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with thematic area Livelihood under NGO Complex professionally managed archetype is slightly less competitive with the overall NGO Complex professionally managed organisations. The average compa-ratio is **81%** at both FCTC & TCTC
- Personnel in organisations with thematic area Livelihood are being paid lesser compensation across all levels except KF HRLs (9,10,19) when compared with overall NGO Complex professionally managed organisations
- When we compare the median compensation across all KF hay reference levels, the lowest compa-ratio is observed at KF HRL 16 (**64% at FCTC & 62% at TCTC**)

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGO Complex Professionally Managed	Livelihood	Compa-ratio
9	4	20	103,325	103,325	100%
10	5	569	117,312	117,312	100%
11	5	116	217,627	161,584	74%
12	7	1121	268,133	254,738	95%
13	6	182	453,011	389,663	86%
14	7	109	740,068	564,130	76%
15	7	139	718,978	550,200	77%
16	5	43	1,073,496	688,215	64%
17	6	58	1,404,313	975,659	69%
18	4	12	2,120,942	665,152	31%
19	4	11	2,521,680	3,139,517	125%
20	4	8	3,036,373	2,434,354	80%
Average	-	-	-	-	81%

Total cost to company		
Overall NGO Complex Professionally Managed	Livelihood	Compa-ratio
103,325	103,325	100%
117,312	117,312	100%
217,627	161,584	74%
268,636	259,889	97%
461,375	399,539	87%
740,068	564,130	76%
740,819	570,749	77%
1,101,600	688,215	62%
1,466,686	1,068,967	73%
2,120,942	728,793	34%
2,802,000	3,139,517	112%
3,036,373	2,545,025	84%
-	-	81%

Level Positioning – Nutrition Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with Nutrition thematic area is **competitive** when compared with the overall social purpose organisations
- The average compa-ratio is **105% at FCTC and at 104% TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 10** where the compa-ratio is **198% at both FCTC and TCTC** with overall social purpose organisations
- The lowest compa-ratio is at **level 13** where compa-ratio with overall social sector is 64%

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall Social Sector	Nutrition	Compa-ratio
10	4	16	117,312	231,740	198%
12	6	117	228,649	249,181	109%
13	6	285	345,425	221,652	64%
14	6	277	496,273	451,800	91%
15	6	114	800,052	799,326	100%
16	4	29	1,223,088	1,457,893	119%
17	5	27	1,479,643	1,790,679	121%
18	5	27	1,909,950	1,327,800	70%
19	4	5	2,518,614	1,932,612	77%
Average	-	-	-	-	105%

Total cost to company		
Overall Social Sector	Nutrition	Compa-ratio
117,312	231,740	198%
231,258	249,181	108%
351,600	221,652	63%
503,376	451,800	90%
805,649	799,326	99%
1,240,000	1,457,893	118%
1,533,476	1,790,679	117%
2,047,030	1,327,800	65%
2,551,817	1,932,612	76%
-	-	104%



Level Positioning – Nutrition

- Overall compensation for organisations with Nutrition thematic area under NGOs and SEs category is **competitive** when compared with the overall NGOs and SEs organisations
- The average compa-ratio is **103% at FCTC and at 101% TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 17** where the compa-ratio is **142% at FCTC and 133% at TCTC** with overall NGOs and SEs organisations
- Barring levels 13, 18 and 19, all HRLS have a higher compa-ratio which means personnel at these levels are paid significantly higher compensation than the overall NGOs and SEs organisations



			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGOs and SEs	Nutrition	Compa-ratio
12	6	117	222,778	249,181	112%
13	6	285	336,174	221,652	66%
14	6	277	444,976	451,800	102%
15	6	114	730,493	799,326	109%
16	4	29	1,180,867	1,457,893	123%
17	5	27	1,261,812	1,790,679	142%
18	4	26	1,806,060	1,392,707	77%
19	4	5	2,039,804	1,932,612	95%
Average	-	-	-	-	103%

NGOs and SEs

compa-ratio less than 70%

compa-ratio more than 130%

Total cost to company		
Overall NGOs and SEs	Nutrition	Compa-ratio
228,656	249,181	109%
340,396	221,652	65%
444,976	451,800	102%
742,587	799,326	108%
1,202,412	1,457,893	121%
1,342,452	1,790,679	133%
1,831,401	1,392,707	76%
2,122,608	1,932,612	91%
-	-	101%

Level Positioning – Rural planning and development Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with Rural planning and development thematic area is **competitive** when compared with the overall social purpose organisations
- The average compa-ratio is **112% at FCTC and at 111% TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 14** where the compa-ratio is **151% at FCTC and 149% at TCTC** with overall social purpose organisations

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall Social Sector	Rural planning and development	Compa-ratio
12	5	279	228,649	248,686	109%
13	6	40	345,425	474,754	137%
14	5	28	496,273	748,232	151%
16	5	42	1,223,088	642,570	53%
Average	-	-	-	-	112%

Total cost to company		
Overall Social Sector	Rural planning and development	Compa-ratio
231,258	248,686	108%
351,600	474,754	135%
503,376	748,232	149%
1,240,000	642,570	52%
-	-	111%



Level Positioning – Rural planning and development

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with Rural planning and development thematic area under NGOs and SEs category is **competitive** when compared with the overall NGOs and SEs organisations
- The average compa-ratio is **118% at FCTC and at 116% TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 14** where the compa-ratio is **168% at both FCTC and TCTC** with overall NGOs and SEs organisations

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGOs and SEs	Rural planning and development	Compa-ratio
12	5	279	222,778	248,686	112%
13	5	39	336,174	472,884	141%
14	5	28	444,976	748,232	168%
16	4	40	1,180,867	600,008	51%
Average	-	-	-	-	118%

Total cost to company		
Overall NGOs and SEs	Rural planning and development	Compa-ratio
228,656	248,686	109%
340,396	472,884	139%
444,976	748,232	168%
1,202,412	600,008	50%
-	-	116%



Level Positioning – Rural planning and development

	<i>compa-ratio less than 70%</i>
	<i>compa-ratio more than 130%</i>

- Personnel in organisations with thematic area Rural planning & development are being paid higher compensation at KF HRL 13 when compared with overall NGO Complex Adhoc organisations.

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGO Complex Adhoc	Rural planning and development	Compa-ratio
13	4	25	254,760	476,625	187%
Average	-	-	-	-	187%

Total cost to company		
Overall NGO Complex Adhoc	Rural planning and development	Compa-ratio
261,816	476,625	182%
-	-	182%



Level Positioning – Water and Sanitation Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with Water and Sanitation thematic area is **competitive** when compared with the overall social purpose organisations
- The average compa-ratio is **104% at both FCTC and TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 11** where the compa-ratio is **202% at both FCTC and TCTC** with overall social purpose organisations

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall Social Sector	Water and Sanitation	Compa-ratio
11	5	54	120,000	241,860	202%
12	8	247	228,649	236,104	103%
13	5	86	345,425	288,265	83%
14	8	85	496,273	472,025	95%
15	6	66	800,052	865,663	108%
16	8	47	1,223,088	1,147,881	94%
17	6	48	1,479,643	828,128	56%
18	4	40	1,909,950	1,691,237	89%
19	4	9	2,518,614	2,548,096	101%
20	5	23	2,952,443	3,178,960	108%
Average	-	-	-	-	104%

Total cost to company		
Overall Social Sector	Water and Sanitation	Compa-ratio
120,000	241,860	202%
231,258	250,765	108%
351,600	298,626	85%
503,376	495,744	98%
805,649	874,519	109%
1,240,000	1,161,088	94%
1,533,476	828,128	54%
2,047,030	1,702,129	83%
2,551,817	2,548,096	100%
2,952,443	3,259,521	110%
-	-	104%



Level Positioning – Water and Sanitation

- Overall compensation for organisations with Water & Sanitation thematic area under NGOs and SEs category is **highly competitive** when compared with the overall NGOs and SEs organisations
- The average compa-ratio is **121% at FCTC** and **123% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 11** where the compa-ratio is **207% at FCTC** and **201% at TCTC** with overall NGOs and SEs organisations
- Barring levels 13, all HRLS have a higher compa-ratio which means personnel at these levels are paid significantly higher compensation than the overall NGOs and SEs organisations

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGOs and SEs	Water and Sanitation	Compa-ratio
11	4	53	116,562	240,841	207%
12	6	223	222,778	225,701	101%
13	4	76	336,174	274,530	82%
14	6	72	444,976	444,976	100%
15	5	51	730,493	810,765	111%
16	5	20	1,180,867	1,488,594	126%
Average	-	-	-	-	121%

Total cost to company		
Overall NGOs and SEs	Water and Sanitation	Compa-ratio
120,000	240,841	201%
228,656	240,583	105%
340,396	292,843	86%
444,976	444,976	100%
742,587	853,810	115%
1,202,412	1,558,755	130%
-	-	123%

compa-ratio less than 70%

compa-ratio more than 130%



Level Positioning – Welfare, rights, and empowerment of people with disabilities Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with Welfare, rights, and empowerment of people with disabilities thematic area is **highly competitive** when compared with the overall social purpose organisations
- The average compa-ratio is **124% at FCTC** and **123% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 12** where the compa-ratio is **183% at FCTC** and **181% at TCTC** with overall social purpose organisations

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall Social Sector	Welfare, rights, and empowerment of people with disabilities	Compa-ratio
12	4	44	228,649	418,057	183%
13	5	58	345,425	482,817	140%
14	4	60	496,273	422,141	85%
15	4	21	800,052	710,894	89%
Average	-	-	-	-	124%

Total cost to company		
Overall Social Sector	Welfare, rights, and empowerment of people with disabilities	Compa-ratio
231,258	418,057	181%
351,600	482,817	137%
503,376	422,141	84%
805,649	710,894	88%
-	-	123%



Level Positioning – Welfare, rights, and empowerment of people with disabilities

	<i>compa-ratio less than 70%</i>
	<i>compa-ratio more than 130%</i>

- Personnel in organisations with thematic area Welfare, rights, and empowerment of people with disabilities are being paid higher compensation at KF HRL 13 when compared with overall NGO & SEs organisations.

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGOs and SEs	Welfare, rights, and empowerment of people with disabilities	Compa-ratio
13	4	48	336,174	464,271	138%
Average	-	-	-	-	138%

Total cost to company		
Overall NGOs and SEs	Welfare, rights, and empowerment of people with disabilities	Compa-ratio
340,396	464,271	136%
-	-	136%



Level Positioning – Youth development Overall

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with Youth Development thematic area is **slightly less competitive** when compared with the overall social purpose organisations
- The average compa-ratio is **93% at FCTC** and **94% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 11** where the compa-ratio is **151% at both FCTC and TCTC** with overall social purpose organisations
- Barring levels 13 and 15, all HRLS have a higher compa-ratio which means personnel at levels 12,14,16 and 17 are paid significantly higher compensation than the overall social purpose organisations

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall Social Sector	Youth development	Compa-ratio
11	7	80	120,000	181,350	151%
12	10	544	228,649	291,148	127%
13	12	161	345,425	342,530	99%
14	11	62	496,273	571,302	115%
15	10	142	800,052	525,327	66%
16	7	32	1,223,088	1,363,886	112%
17	8	54	1,479,643	923,375	62%
18	6	14	1,909,950	920,630	48%
19	8	9	2,518,614	2,000,000	79%
20	6	12	2,952,443	2,146,342	73%
Average	-	-	-	-	93%

			Total cost to company		
Overall Social Sector	Youth development	Compa-ratio	Overall Social Sector	Youth development	Compa-ratio
120,000	181,350	151%	120,000	181,350	151%
231,258	296,426	128%	231,258	296,426	128%
351,600	347,416	99%	351,600	347,416	99%
503,376	571,302	113%	503,376	571,302	113%
805,649	556,397	69%	805,649	556,397	69%
1,240,000	1,396,507	113%	1,240,000	1,396,507	113%
1,533,476	995,064	65%	1,533,476	995,064	65%
2,047,030	920,630	45%	2,047,030	920,630	45%
2,551,817	2,072,154	81%	2,551,817	2,072,154	81%
2,952,443	2,351,501	80%	2,952,443	2,351,501	80%
-	-	94%	-	-	94%



Level Positioning – Youth development

- Overall compensation for organisations with Youth Development thematic area under NGOs and SEs category is **slightly less competitive at FCTC and slightly competitive at TCTC** when compared with the overall NGOs and SEs organisations
- The average compa-ratio is **98% at FCTC** and **139% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 12** where the compa-ratio is **165% at both FCTC and TCTC** with overall NGOs and SEs organisations
- Barring levels 13 and 15, all HRLS have a higher compa-ratio which means personnel at levels 12,14,16 and 17 are paid significantly higher compensation than the overall NGOs and SEs organisations

KF HRL	No. of organisations	No. of Personnel	Fixed cost to company		
			Overall NGOs and SEs	Youth development	Compa-ratio
11	6	79	116,562	180,987	155%
12	9	539	222,778	290,691	130%
13	11	160	336,174	341,940	102%
14	10	60	444,976	565,545	127%
15	9	141	730,493	521,129	71%
16	6	31	1,180,867	1,331,265	113%
17	7	52	1,261,812	907,897	72%
18	6	14	1,806,060	920,630	51%
19	7	8	2,039,804	1,665,424	82%
20	6	12	2,854,153	2,146,342	75%
Average	-	-	-	-	98%

NGOs and SEs

compa-ratio less than 70%

compa-ratio more than 130%

Total cost to company		
Overall NGOs and SEs	Youth development	Compa-ratio
120,000	180,987	151%
228,656	295,776	129%
340,396	345,380	101%
444,976	565,545	127%
742,587	553,603	75%
1,202,412	1,396,507	116%
1,342,452	976,510	73%
1,831,401	920,630	50%
2,122,608	2,161,543	102%
2,854,153	2,351,501	82%
-	-	101%

Level Positioning – Youth development

	compa-ratio less than 70%
	compa-ratio more than 130%

- Overall compensation for organisations with Youth Development thematic area under NGO Complex Adhoc archetype is **highly competitive** when compared with the overall NGO complex Adhoc organisations
- The average compa-ratio is **144% at FCTC** and **139% at TCTC**
- The highest compa-ratio observed among all Reference levels is at **level 12** where the compa-ratio is **165% at both FCTC and TCTC** with overall NGO complex Adhoc organisations
- Barring levels 13 and 15, all HRLS have a higher compa-ratio which means personnel at levels 12,14,16, and 17 are paid significantly higher compensation than the overall NGO complex Adhoc organisations

			Fixed cost to company		
KF HRL	No. of organisations	No. of Personnel	Overall NGO Complex Adhoc	Youth development	Compa-ratio
12	4	283	162,832	268,504	165%
13	6	110	254,760	200,142	79%
14	5	43	385,183	549,680	143%
15	4	37	738,600	711,480	96%
16	4	23	1,334,780	2,010,283	151%
17	4	9	1,345,462	3,103,101	231%
Average	-	-	-	-	144%

Total cost to company		
Overall NGO Complex Adhoc	Youth development	Compa-ratio
162,832	268,504	165%
261,816	200,142	76%
393,222	549,680	140%
751,760	711,480	95%
1,341,099	2,010,283	150%
1,468,773	3,103,101	211%
-	-	139%



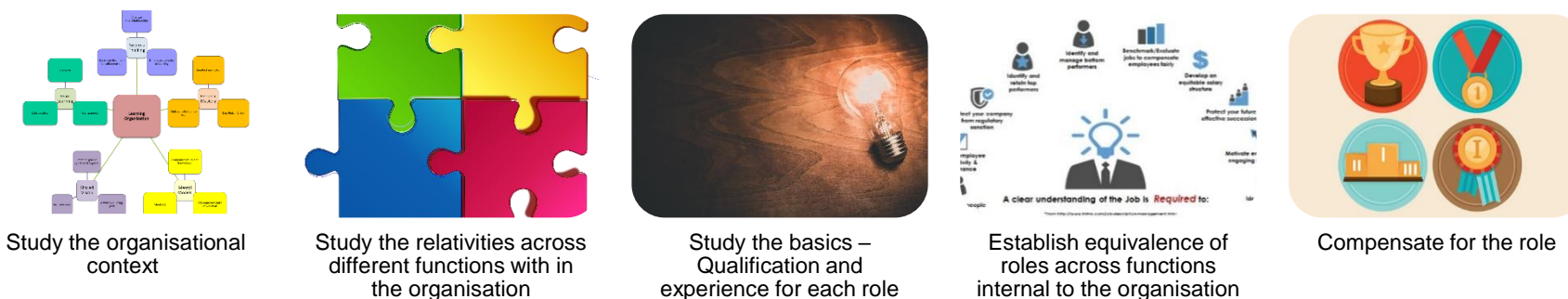
Annexure 1: Job Mapping Process



Korn Ferry Job Mapping Process

Job mapping methodology is Korn Ferry's standard global framework which has been adapted globally in more than 100 countries across 30 industries and has been contextualised for the purpose of this study. For this first of its kind compensation benchmarking study in the India social sector, Korn Ferry created a customised job mapping framework (list of functions, sub functions) along with our standard KF Hay Reference Levels (KF HRLs)

How do we ensure the right compensation and benefits for different roles?

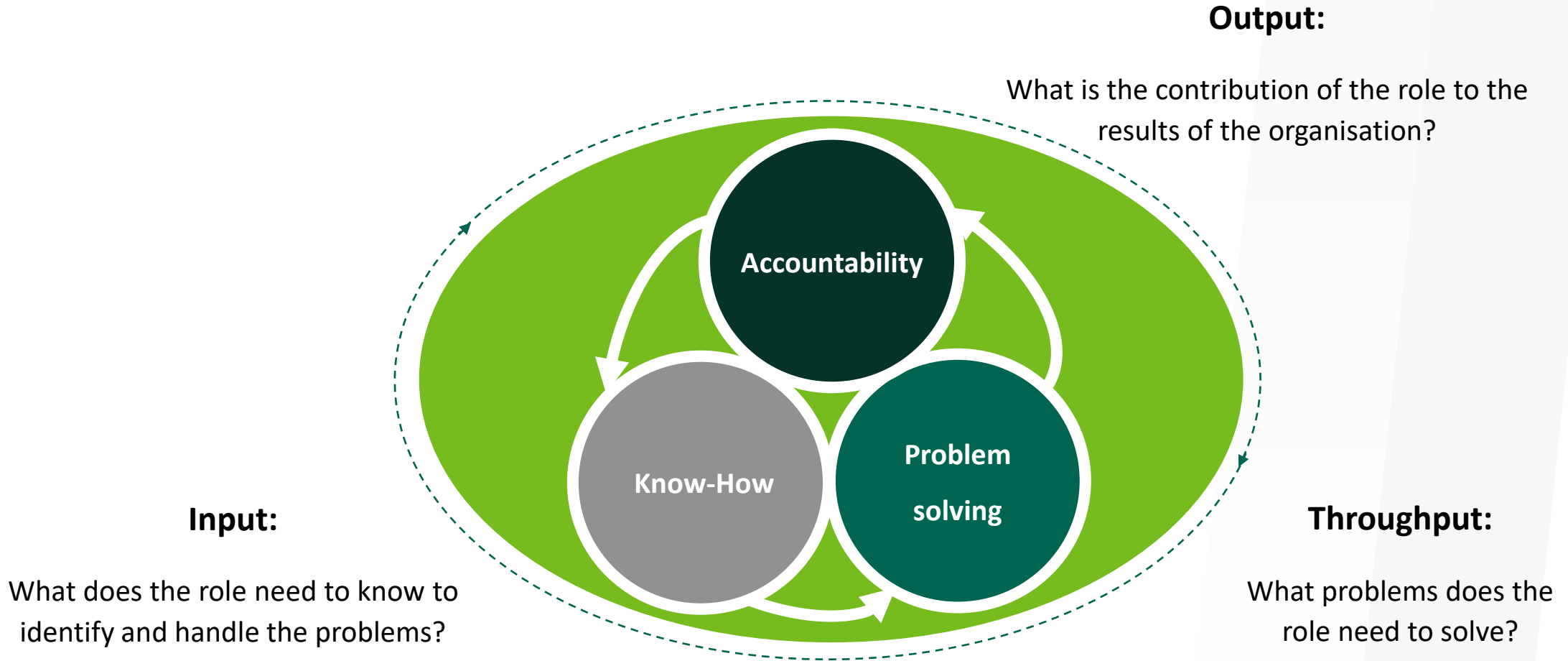


- Korn Ferry's job mapping methodology is based on a deep understanding of each participating organisation's unique roles and internal hierarchy that is understood from a detailed job mapping discussion with the Human Resources/Senior Management teams
- KF understands the internal job hierarchy of the organisation and the responsibilities of each unique role in detail. We just don't look at designations. E.g., HR manager in a small organisation and HR manager in a large organisation will have different grade as per KF methodology based on their roles and responsibilities, their placement in the organisation hierarchy.
- Based on this understanding, specific functions, sub-functions, and KF Hay Reference Levels (KF HRL) from the KF Job Architecture are assigned to each unique role in every organisation for benchmarking purpose



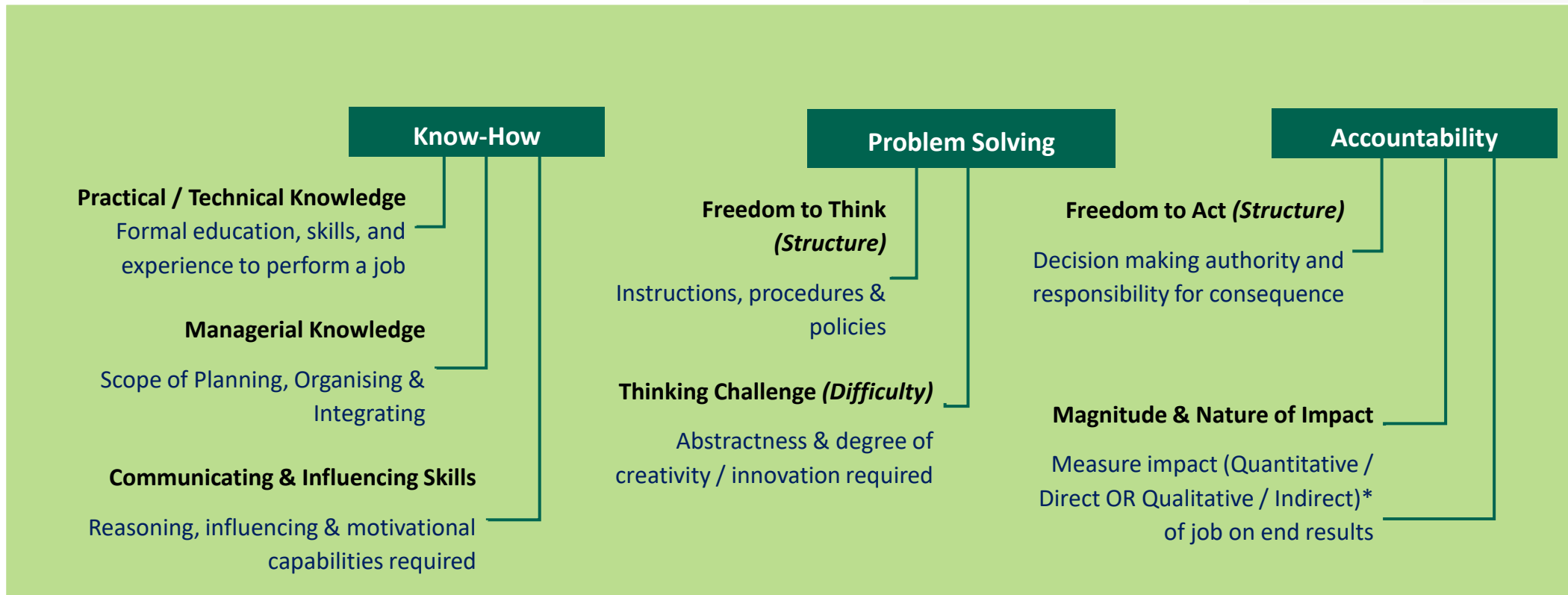
How is the Job Mapping Done?

Three Mapping Factors to understand the role diversity and complexity of the top job in the organisation



Break Up of 3 Factors into 8 dimensions

3 Core Factors are further split further into **8 dimensions** to take a balanced view of the job Size/ complexity



**Quantitative factors are headcount size and funding size while qualitative factors are diversity of role, work etc.*



Korn Ferry Job Mapping Process: Steps to follow

Step 1 Top Job Mapping

Determine the top job of the organisation using the 8 dimensions across 3 broader factors, namely, Accountability, know-how and problem solving

Step 2 Assigning KF Hay Reference Levels

Once the top job is determined, we understand the step gap in the internal job hierarchy and assign KF Hay Reference Levels to each unique role in the organisation using the top-to-bottom approach

Step 3 Functional and Sub-functional mapping

Understand the functions, departments, roles, and responsibilities of each unique role and assign Korn Ferry functions and sub-functions to each unique role corresponding to the KF Hay Reference Levels

Illustration:

Step 1 - Based on the above 3 factors, the top job of an organisation is determined to be at KF HRL 24. This is the CEO/MD or founder of company ABC in the social purpose organisations

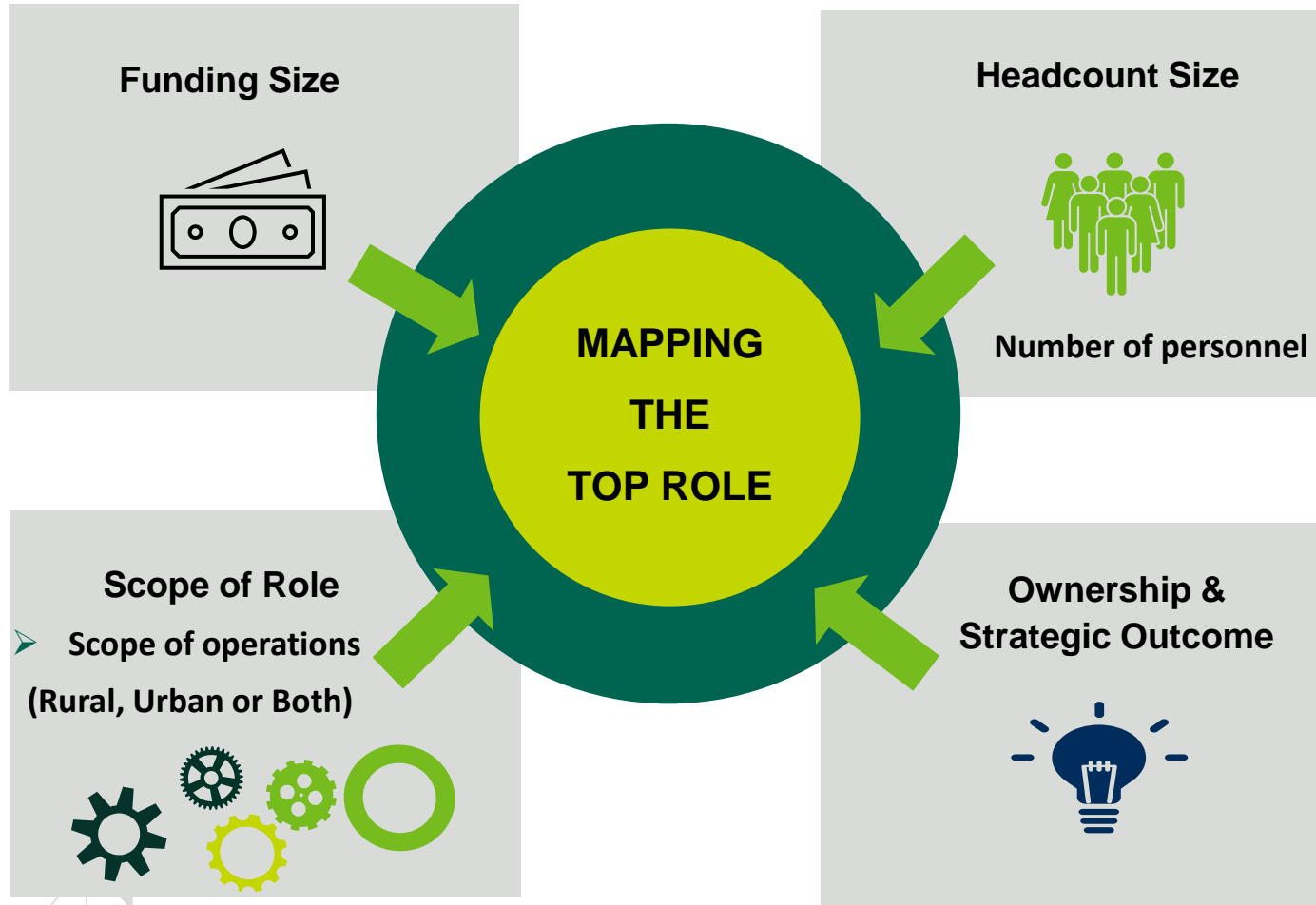
Step 2 – Based on the step gap, we will now look at the job below CEO/MD/founder. These are typically your functional heads, like HR Head, Regional Fundraising Head etc. Functional heads may be placed at KF HRL 21/22/23 based on the scope and complexity of their role. Sub-functional heads may be placed at KF HRL 19/20/21

Step 3 – Depending on if the personnel is an HR head or an IT head or a Campaign Head, the particular function is assigned. In this case, the HR Head will be tagged to Human Resources function while the IT Head will be assigned to Information Technology function respectively.

e.g. A community mobiliser manager of an organisation who is mapped to KF HRL 16 will be mapped to Project Management function and Community Mobiliser sub-function

How is the Job Mapping Done?

Mapping the top role (CEO, Founder, Managing / Country Director) in the organisation using the below criteria



Examples for illustration purposes

- Organisations will be Sized at KF HRL 26 and above if they
 - Large organisations with total headcount of more than 500+
 - Funding of more than INR 15,000 lakhs
 - Having diverse operations in both Rural and Urban
 - E.g., Akshay Patra, Goonj etc.

- Organisations will be Sized at KF HRL 23 – 25 if the organisation meets atleast two of the below criteria
 - Large organisations with total headcount of more than 100+
 - Funding of more than INR 5,000 lakhs
 - Having operations in both Rural and Urban
 - E.g., CRY, Dr. Reddy's, Tata Trusts etc.

- Organisations will be Sized at KF HRL 20 – 22 if the organisation meets max two of the below criteria
 - organisations with total headcount of less than 100
 - Funding of less than INR 5,000 lakhs
 - Having operations in either Rural or Urban
 - E.g., Acumen, Udayan

How is the Job Mapping Done?

Mapping the top role (CEO, Founder, Managing / Country Director) in the organisation using the below criteria

Illustration:

Company	A	B	C
Funding Size (In INR lakhs)	7000	5650	4500
Headcount	400	150	87
Scope of Role	Both	Urban	Rural
Final KF HRL	25	23	22

Company A has been Sized at KF HRL 25 based on the Headcount Size, funding Size and scope of role. This implies that the top role of Company A is placed at KF HRL 25.

Company B has been Sized at KF HRL 23 based on the Headcount Size, funding Size and scope of role. This implies that the top role of Company B is placed at KF HRL 23.

Company C has been Sized at KF HRL 22 based on the Headcount Size, funding Size and scope of role. This implies that the top role of Company C is placed at KF HRL 22.

Next Step –

To understand and identify the step gap and assign Korn Ferry Hay Reference Levels to each unique role in the organisations

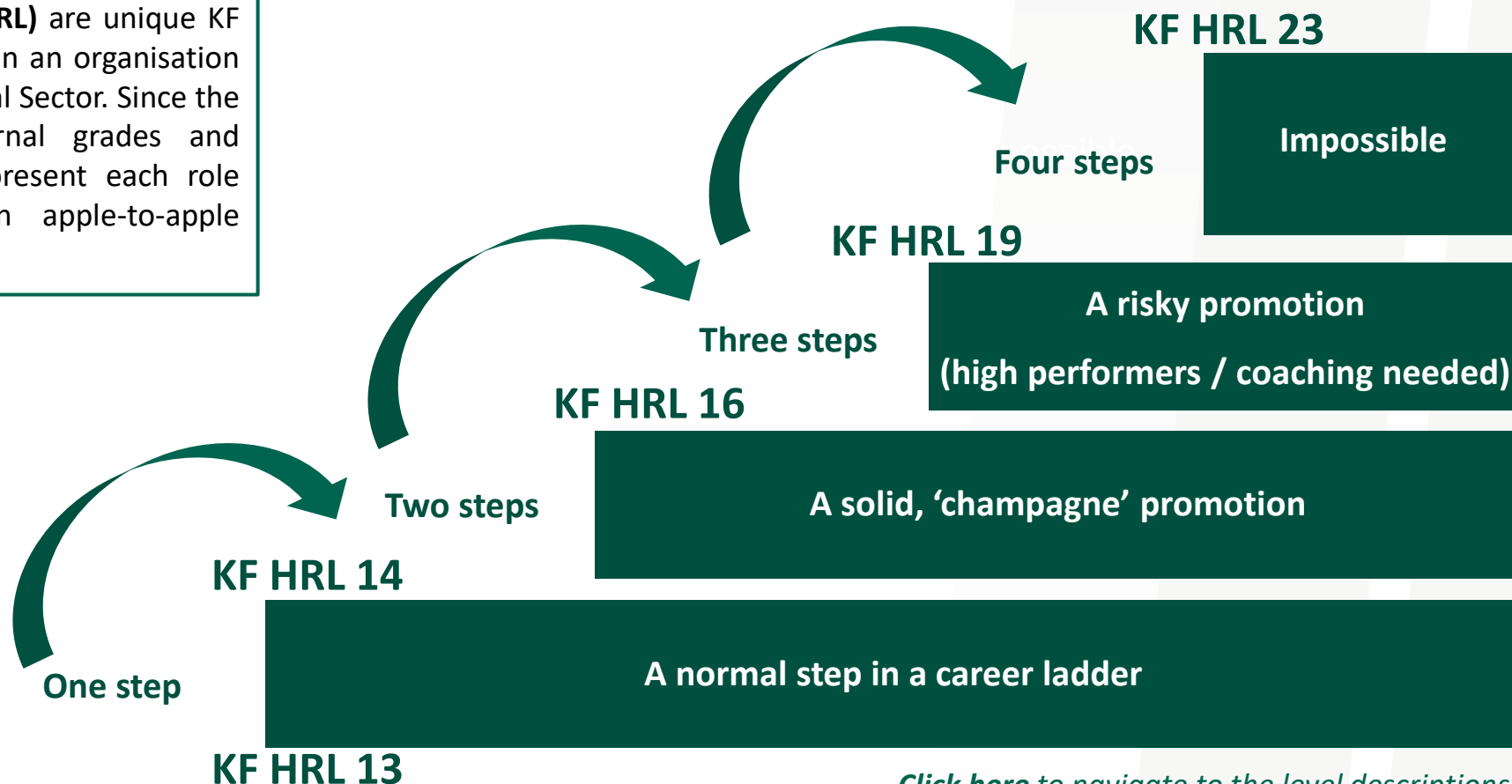


Studying the relativities within the organisation from one role to another and assign job Size

Korn Ferry's Job Mapping approach is based on the concept of a 'just noticeable difference'.

Korn Ferry Hay Reference Levels (HRL) are unique KF levels assigned to each unique role in an organisation to compare the roles across the Social Sector. Since the organisations have different internal grades and hierarchy, assigning levels that represent each role becomes essential to ensure an apple-to-apple comparison.

Understanding the step gaps between all unique roles in an organisation and assigning a dummy level to each unique role. Once the top job is determined from the job matching discussion, assign real KF Hay Reference Levels to the unique roles.



[Click here to navigate to the level descriptions](#)



Job role grid for the organisation

Output of Job Mapping for Company ABC

Step 2

Illustration:

KF Hay Reference Level	Individual Contributors					Management Level				
24										CEO/ Managing Director/ Founders (24)
23									Functional Heads (22-23)	
22								Sub Functional Heads (19-22)		
21										
20										
19					Expert Professionals (17-19)		Senior Management (17-20)			
18										
17										
16										
15										
14										
13										
12										
11										
10										
9										
8										

Next Step – To understand the roles and responsibilities of personnel in all departments/sub-departments or functions/sub-functions and assign Korn Ferry Functions and Sub Functions to all roles.



Functional and Sub-Functional Mapping

- **Korn Ferry Function** is defined as a broader department where a particular role belongs to. For example, Fundraising is a function assigned to roles.
- **Korn Ferry Sub Function** is defined as a sub-department assigned to roles within a function/department. For example, proposal writing, managing events, donor management and resource mobilisation are some sub functions under Fundraising function.

Illustration:

Fundraising		Project Management	
Roles and Responsibilities	Function > Sub Function	Roles and Responsibilities	Function > Sub Function
<ul style="list-style-type: none"> • Personnel is responsible for writing proposal for different corporate and non corporate organisations by sharing with them the compelling success stories of the organisations, and invite them on-board for different programs to raise the desired funds 	Fundraising > Proposal Writing	<ul style="list-style-type: none"> • Personnel responsible to direct and control one or more programs/projects. • Aligning and monitoring the structure and processes for decision making, accountability, control and behaviour at the top of a project / entity. 	Project Management > Project Governance
<ul style="list-style-type: none"> • Responsible for building new relationships and strengthen existing relationships with key donors. • Donor servicing and reporting on a regular basis to ensure retention and proper management of corporate and individual donors 	Fundraising > Donor Management	<ul style="list-style-type: none"> • Responsible for developing and strengthening the skills, instincts, abilities, processes and resources that organisations and communities need to survive, adapt, and thrive • Enabling team members to develop competencies and skills that can make them more effective and sustainable, increasing the potential for nonprofits to enrich lives and solve society's most intractable problems. 	Project Management > Capacity Building

[Click Here to navigate to the definitions of KF Functions and Sub Functions](#)

KF Job Mapping Output

Illustration:

Job Coding entails mapping your organisation's positions to the Job Map. For Company ABC, below is the job map as an output of the job matching process after understanding each function and assigning a KF function and sub function to each unique role

KF Hay Reference Level/ Departments	Program Operations	Construction & Maintenance	Finance	Procurement	Human Resources
18	Regional Head				Head-HR
17	Regional Head; Deputy General Manager – Program Operations		Deputy General Manager-Finance	Deputy General Manager-Procurement	Deputy General Manager-HR
15	Head Teacher; Project Coordinator; Project Head	Senior Manager-Billing	Senior Manager-Finance		Senior Manager-HR
14	Teacher; District Coordinator ; Project Coordinator; Manager-Program; Principal		Manager-Finance		Manager-HR
13	School In-charge; District Coordinator; Academic Mentor; Project Coordinator; Post Graduate Teacher	Project Engineer	Assistant Manager-Finance	Assistant Manager-Procurement	Assistant Manager-HR
12	Primary Teacher; District School Administrator; Compliance Coordinator	Project Engineer; Project Coordinator	Senior Executive-Finance; Executive-Finance	Senior Executive-Procurement	Senior Executive-HR

Annexure 2: Participating Organisations



Participating organisations

75 organisations participated in the survey and shared their all-personnel compensation data with us

S.No.	Final Company Name	Archetype	Category	Head Count Range	Funding size Range	Thematic Areas
1	Access Livelihoods	NGO Complex Adhoc	NGOs and SEs	≥50 to <75	≥500 lakhs to <1000 lakhs	Education, Gender (Women, men, LGBTQI), Livelihood
2	Adarsh Mahila Griha Udyog	NGO Complex Adhoc	NGOs and SEs	≥0 to <25	≥20 lakhs to <75 lakhs	Education, Environment, Sustainability and Climate Change, Livelihood
3	Ambuja Cement Foundation (ACF)	NGO Complex Adhoc	NGOs and SEs	≥150 to <250	Above 7500 lakhs	Healthcare or Public Health, Livelihood, Water and Sanitation
4	Arghyam	Funding organisation	Funding Org	≥0 to <25	≥1000 lakhs to <2000 lakhs	Water and Sanitation
5	Acumen	ESO Complex	Ecosystem org	≥0 to <25	≥1 lakh to <20 lakhs	-
6	ANANDI - Area Networking And Development Initiatives	NGO Complex Adhoc	NGOs and SEs	≥50 to <75	≥150 lakhs to <500 lakhs	Dalit/Tribal/Minority rights, Livelihood
7	Antarang Foundation	NGO Complex Adhoc	NGOs and SEs	≥0 to <25	≥1 lakh to <20 lakhs	Youth development
8	Arpan	NGO Complex Adhoc	NGOs and SEs	≥75 to <100	≥500 lakhs to <1000 lakhs	Child rights and welfare, Healthcare or Public Health
9	A.T.E. Chandra Foundation	Funding organisation	Funding Org	≥0 to <25	≥1000 lakhs to <2000 lakhs	Rural planning and development
10	Atma	ESO Simple	Ecosystem org	≥0 to <25	≥150 lakhs to <500 lakhs	Education



Participating organisations

S.No.	Final Company Name	Archetype	Category	Head Count Range	Funding size Range	Thematic Areas
11	Azad Shiksha Kendra (ASK)	NGO Complex Adhoc	NGOs and SEs	≥0 to <25	≥20 lakhs to <75 lakhs	Child rights and welfare, Education, Human rights and advocacy
12	BBC Media Action (India) Ltd	NGO Complex Professionally Managed	NGOs and SEs	≥25 to <50	≥1000 lakhs to <2000 lakhs	Gender (Women, men, LGBTQI), Healthcare or Public Health, Water and Sanitation
13	Bharti Foundation	NGO Complex Adhoc	NGOs and SEs	Above 500	Above 7500 lakhs	Education
14	The Akanksha Foundation (Akanksha)	NGO Simple Professionally Managed	NGOs and SEs	Above 500	≥3500 lakhs to <7500 lakhs	Gender (Women, men, LGBTQI), Governance and Accountability, Healthcare or Public Health
15	Bhumi	NGO Complex Adhoc	NGOs and SEs	≥25 to <50	≥1000 lakhs to <2000 lakhs	Education, Environment, Sustainability and Climate Change, Youth development
16	Breakthrough	NGO Complex Professionally Managed	NGOs and SEs	≥100 to <150	≥2000 lakhs to <3500 lakhs	Child rights and welfare, Gender (Women, men, LGBTQI)
17	Catalyst Management Services Pvt Ltd	NGO Complex Adhoc	NGOs and SEs	≥50 to <75	≥2000 lakhs to <3500 lakhs	Gender (Women, men, LGBTQI), Healthcare or Public Health, Livelihood
18	Central Square Foundation	NGO Complex Professionally Managed	NGOs and SEs	≥75 to <100	≥3500 lakhs to <7500 lakhs	Education
19	Centre for the Sustainable Use of Natural and Social Resources (CSNR)	NGO Complex Adhoc	NGOs and SEs	≥0 to <25	≥75 lakhs to <150 lakhs	Environment, Sustainability and Climate Change, Governance and Accountability, Human rights and advocacy
20	CMCA (Children's Movement for Civic Awareness)	NGO Complex Adhoc	NGOs and SEs	≥25 to <50	≥150 lakhs to <500 lakhs	Education, Youth development

Participating organisations

S.No.	Final Company Name	Archetype	Category	Head Count Range	Funding size Range	Thematic Areas
21	Collective Good Foundation (CGF)	ESO Complex	Ecosystem Support organisation	≥75 to <100	≥1000 lakhs to <2000 lakhs	Healthcare or Public Health, Livelihood, Water and Sanitation
22	Community Development Centre – CDC	NGO Simple Adhoc	NGOs and SEs	≥0 to <25	≥75 lakhs to <150 lakhs	Child rights and welfare, Dalit/Tribal/Minority rights, Livelihood
23	Child Rights and You (CRY)	Funding organisation	Funding organisation	≥100 to <150	≥3500 lakhs to <7500 lakhs	Child rights and welfare
24	Centre for Unfolding Learning Potentials (CULP)	NGO Complex Adhoc	NGOs and SEs	≥0 to <25	≥75 lakhs to <150 lakhs	Child rights and welfare, Education, Gender (Women, men, LGBTQI)
25	Dhwani (RIS) - Rural Information Systems	ESO Complex	Ecosystem Support organisation	≥50 to <75	≥500 lakhs to <1000 lakhs	-
26	Dr. Reddy's Foundation (DRF)	NGO Complex Professionally Managed	NGOs and SEs	≥250 to <500	≥3500 lakhs to <7500 lakhs	Education, Livelihood, Youth development
27	Dream A Dream	NGO Complex Professionally Managed	NGOs and SEs	≥75 to <100	≥1000 lakhs to <2000 lakhs	Education, Youth development
28	Good Business Lab	ESO Complex	Ecosystem Support organisation	≥25 to <50	≥150 lakhs to <500 lakhs	Gender (Women, men, LGBTQI), Labour rights, Livelihood
29	Gram Vikas	NGO Complex Professionally Managed	NGOs and SEs	≥250 to <500	≥150 lakhs to <500 lakhs	Environment, Sustainability and Climate Change, Livelihood, Water and Sanitation
30	Dasra	ESO Complex	Ecosystem Support organisation	≥75 to <100	≥3500 lakhs to <7500 lakhs	Child rights and welfare, Gender (Women, men, LGBTQI), Water and Sanitation



Participating organisations

S.No.	Final Company Name	Archetype	Category	Head Count Range	Funding size Range	Thematic Areas
31	Healing Fields Foundation	NGO Simple Adhoc	NGOs and SEs	≥50 to <75	≥150 lakhs to <500 lakhs	Healthcare or Public Health, Nutrition, Water and Sanitation
32	Humana People to People India	NGO Complex Professionally Managed	NGOs and SEs	Above 500	≥3500 lakhs to <7500 lakhs	Education, Healthcare or Public Health, Livelihood
33	Institute of Social Studies Trust (ISST)	ESO Simple	Ecosystem Support organisation	≥25 to <50	≥20 lakhs to <75 lakhs	Gender (Women, men, LGBTQI), Livelihood
34	Katalyst	NGO Simple Professionally Managed	NGOs and SEs	≥0 to <25	≥150 lakhs to <500 lakhs	Education, Gender (Women, men, LGBTQI), Youth development
35	Lotus Petal Foundation	NGO Complex Adhoc	NGOs and SEs	≥75 to <100	≥500 lakhs to <1000 lakhs	Education, Livelihood, Nutrition
36	Manavlok Ambajogai	NGO Complex Professionally Managed	NGOs and SEs	≥50 to <75	≥500 lakhs to <1000 lakhs	Elderly rights, welfare, and development, Rural planning and development, Water and Sanitation
37	Mobile Creches	NGO Complex Professionally Managed	NGOs and SEs	≥100 to <150	≥1 lakh to <20 lakhs	Child rights and welfare, Migration, Nutrition
38	NASSCOM Foundation	NGO Complex Professionally Managed	NGOs and SEs	≥50 to <75	≥3500 lakhs to <7500 lakhs	Gender (Women, men, LGBTQI), Livelihood
39	Oak Foundation	Funding organisation	Funding organisation	≥0 to <25	≥75 lakhs to <150 lakhs	Environment, Sustainability and Climate Change, Gender (Women, men, LGBTQI), Human rights and advocacy, Labour rights, Migration
40	Prakriti Foundation	NGO Complex Adhoc	NGOs and SEs	≥0 to <25	≥75 lakhs to <150 lakhs	Environment, Sustainability and Climate Change, Governance and Accountability, Livelihood

Participating organisations

S.No.	Final Company Name	Archetype	Category	Head Count Range	Funding size Range	Thematic Areas
41	Quality Education Support Trust (QUEST)	NGO Complex Adhoc	NGOs and SEs	≥50 to <75	≥150 lakhs to <500 lakhs	Education
42	Rural Education and Action Development Trust (READ)	NGO Simple Adhoc	NGOs and SEs	≥50 to <75	≥1 lakh to <20 lakhs	Education, Elderly rights, welfare, and development, Welfare, rights, and empowerment of people with disabilities
43	Red Dot Foundation	NGO Simple Adhoc	NGOs and SEs	≥0 to <25	≥20 lakhs to <75 lakhs	Education, Gender (Women, men, LGBTQI), Human rights and advocacy
44	Sanskriti Samvardhan Mandal (SSM)	NGO Complex Adhoc	NGOs and SEs	≥100 to <150	≥2000 lakhs to <3500 lakhs	Education, Livelihood, Rural planning and development
45	Save the Children India	NGO Complex Professionally Managed	NGOs and SEs	≥150 to <250	Above 7500 lakhs	Child rights and welfare, Education, Nutrition
46	Social Centre for Rural Initiative and Advancement (SCRIA)	NGO Simple Adhoc	NGOs and SEs	≥0 to <25	≥75 lakhs to <150 lakhs	Environment, Sustainability and Climate Change, Gender (Women, men, LGBTQI), Water and Sanitation
47	St. Jude India ChildCare Centres	NGO Complex Adhoc	NGOs and SEs	≥100 to <150	≥2000 lakhs to <3500 lakhs	Education, Healthcare or Public Health, Nutrition
48	Development Consortium (Project STiR Education)	NGO Complex Professionally Managed	NGOs and SEs	≥25 to <50	≥500 lakhs to <1000 lakhs	Education
49	Swades Foundation	NGO Complex Adhoc	NGOs and SEs	≥250 to <500	≥3500 lakhs to <7500 lakhs	Education, Healthcare or Public Health
50	Swasti	NGO Complex Adhoc	NGOs and SEs	≥150 to <250	≥2000 lakhs to <3500 lakhs	Healthcare or Public Health

Participating organisations

S.No.	Final Company Name	Archetype	Category	Head Count Range	Funding size Range	Thematic Areas
51	Tata Trusts	Funding organisation	Funding organisation	≥250 to <500	≥3500 lakhs to <7500 lakhs	-
52	The/Nudge Foundation	NGO Complex Adhoc	NGOs and SEs	≥150 to <250	≥150 lakhs to <500 lakhs	Livelihood, Rural planning and development, Youth development
53	U&I Trust	NGO Complex Adhoc	NGOs and SEs	≥50 to <75	≥150 lakhs to <500 lakhs	Child rights and welfare, Education, Welfare, rights, and empowerment of people with disabilities
54	Udayan Care	NGO Complex Adhoc	NGOs and SEs	≥150 to <250	≥1000 lakhs to <2000 lakhs	Child rights and welfare, Education, Youth development
55	Udhyam Learning Foundation	NGO Complex Adhoc	NGOs and SEs	≥75 to <100	≥500 lakhs to <1000 lakhs	Education, Livelihood
56	Ummeed Child Development Centre	NGO Complex Adhoc	NGOs and SEs	≥75 to <100	≥1000 lakhs to <2000 lakhs	Education, Healthcare or Public Health, Welfare, rights, and empowerment of people with disabilities
57	Under The Mango Tree Society	NGO Complex Professionally Managed	NGOs and SEs	≥25 to <50	≥150 lakhs to <500 lakhs	Environment, Sustainability and Climate Change, Gender (Women, men, LGBTQI), Livelihood
58	Vrutti	NGO Complex Professionally Managed	NGOs and SEs	≥75 to <100	≥1000 lakhs to <2000 lakhs	Financial Inclusion, Livelihood, Rural planning and development
59	Wipro Foundation	Funding organisation	Funding organisation	≥0 to <25	≥3500 lakhs to <7500 lakhs	Education, Environment, Sustainability and Climate Change, Healthcare or Public Health
60	Youth for Unity and Voluntary Action (YUVA)	NGO Complex Professionally Managed	NGOs and SEs	≥25 to <50	≥500 lakhs to <1000 lakhs	Labour rights, Urban planning and development, Youth development
61	Association for Rural Community Development	NGO Simple Adhoc	NGOs and SEs	≥25 to <50	≥150 lakhs to <500 lakhs	Child rights and welfare, Education, Environment, Sustainability and Climate Change
62	Communitny - The Youth Collective	ESO Complex	Ecosystem Support organisation	≥0 to <25	≥500 lakhs to <1000 lakhs	Gender (Women, men, LGBTQI), Human rights and advocacy, Youth development
63	Disability Entrepreneurship And Leadership Foundation (DEAL)	NGO Simple Adhoc	NGOs and SEs	≥0 to <25	≥75 lakhs to <150 lakhs	Financial Inclusion, Livelihood, Welfare, rights, and empowerment of people with disabilities



Participating organisations

S.No.	Final Company Name	Archetype	Category	Head Count Range	Funding size Range	Thematic Areas
64	Foundation To Educate Girls Globally (FEGG)	NGO Complex Adhoc	NGOs and SEs	Above 500	Above 7500 lakhs	Child rights and welfare, Education
65	Key Education Foundation	NGO Simple Adhoc	NGOs and SEs	≥0 to <25	≥75 lakhs to <150 lakhs	Education
66	Malenadu Education and Rural Development Society (MEARDS)	NGO Complex Adhoc	NGOs and SEs	≥0 to <25	≥1 lakh to <20 lakhs	Education, Elderly rights, welfare, and development, Rural planning and development
67	National Centre for Promotion of Employment for Disabled People (NCPEDP)	NGO Simple Professionally Managed	NGOs and SEs	≥0 to <25	≥150 lakhs to <500 lakhs	Education, Governance and Accountability, Welfare, rights, and empowerment of people with disabilities
68	Oorjaa Sustainable Solutions LLP	ESO Complex	Ecosystem Support organisation	≥0 to <25	≥1 lakh to <20 lakhs	Livelihood, Nutrition, Quality of life for the homeless
69	Rural Technology and Management Khadi & Village Industries Samiti	NGO Complex Professionally Managed	NGOs and SEs	≥50 to <75	≥1 lakh to <20 lakhs	-
70	Service Initiative for Voluntary Action (SIVA) Trust	NGO Simple Professionally Managed	NGOs and SEs	≥0 to <25	≥75 lakhs to <150 lakhs	Child rights and welfare, Dalit/Tribal/Minority rights
71	SNEHA (Society for Nutrition, Education and Health Action)	NGO Complex Adhoc	NGOs and SEs	Above 500	≥1000 lakhs to <2000 lakhs	Gender (Women, men, LGBTQI), Governance and Accountability, Nutrition
72	PRIA (Participatory Research in Asia)	NGO Simple Adhoc	NGOs and SEs	≥0 to <25	≥150 lakhs to <500 lakhs	Education, Governance and Accountability, Youth development
73	St. Thomas Charitable and Educational Trust	NGO Complex Adhoc	NGOs and SEs	≥0 to <25	≥20 lakhs to <75 lakhs	Child rights and welfare, Rural planning and development, Youth development
74	Sense International India	ESO Complex	Ecosystem Support organisation	≥25 to <50	≥500 lakhs to <1000 lakhs	Education, Welfare, rights, and empowerment of people with disabilities
75	Wildlife Conservation Society - India	NGO Complex Professionally Managed	NGOs and SEs	≥150 to <250	≥1000 lakhs to <2000 lakhs	Animal Protection, Environment, Sustainability and Climate Change, Livelihood



THANK YOU!