



Centre for
Social Impact
and Philanthropy



Benchmarking of Employee Benefits in the Indian Social Sector

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Funding Partners



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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

- Divya Chopra, Senior Manager-Research, CSIP
- Satender Rana, Senior Research Fellow, 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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Survey Overview

Korn Ferry Hay Consultants present to you the Benefits Benchmarking Report for social sector basis data from **59** organisations from the social sector across 7 archetypes and 3 categories.

Notes

- **Currency:** All monetary data shown is expressed in Indian Rupee per annum.
- Below are the indicators which reflects Social Sector's position against General Industry (GI) with respect to each benefit



Below the GI Trends



At Par with GI Trends



Above GI Trends

- The indicators are assigned against each of the benefits by comparing the prevalence of benefits between the two industries and not by equating the exact percentage values as the base value (number of participants) are different. We have compared the overall prevalence of benefits.

Definitions

- **General Industry :** General Industry comprises of different organisations across various industries such as High Tech, Life Sciences, Not for Profit Organisations, Chemicals, Services. We have looked at 514 comparators from general industry for benchmarking perspective to understand the trends and practices in general industry
- **GI Trends :** GI Trends implies the different benefit practices prevalent across 514 companies from various industries
- **N** = the number of organisations from social sector that have responded for that category/question
- We have not reported any findings wherever the number of respondents are less than 4 for the purpose of data confidentiality.
- All the definitions that will follow in the presentation are used for the purpose of this study
- Comparison with general industry has been done only for parameters wherever general industry data is available.



What is “Rewards”?

Compensation structure includes various cash and quantified benefit elements. The typical India reward structure includes the following components of pay :



- **Basic Salary** : Basic salary is the base income of an employee in an organisation. Every organisation pays a fixed amount of money to its employees every month for the services they offer. Basic salary is the income that does not contain any type of bonus or deductions.
- **Allowances** : Allowance is a fixed amount of financial or monetary benefit offered by the employer to its employee 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 types of monetary & non - monetary compensation that employers provide their workers on top of their salaries or wages. They are extra incentives that organisations provide over and above the compensation to attract and retain their staff. For e.g., health insurance, paid time off etc. Statutory benefits include provident fund, gratuity, maternity benefit and mandatory leaves.
- **Retirals** : Retirals are long term benefits provided by organisation which are due at the time of their retirement e.g., provident fund, superannuation etc.
- **Variable Payments** : The annual bonus or incentive paid (discretionary / non-discretionary) as a cash amount based on individual, unit or company performance reflecting a period of one year or less.

The insights & recommendations shared in the presentation are based on the benefits data results gathered from the Social Sector Benefits Survey administered to 59 social purpose organisations. The results are going to be helpful in benchmarking social sector's positioning when compared with the general industry.

Note - The above definitions are standard industry definitions



Key Terminologies

Employee Groups Definitions

- **Support/Junior Staff** : Performs routine tasks, under supervision, which have specific objectives. Requires basic knowledge of work routines or simple machinery. Generally, tasks are repetitive in nature and training is acquired on the job
- **Middle Management** : Performs standard work routines under general guidance. Requires authoritative knowledge of specialised methods acquired on the job or through professional qualification. May supervise a group of workers.
- **Senior Management** : Performs general practices in a specialised field with considerable freedom to achieve end results. Requires proficiency in a specialised field or broad understanding of relationships between different fields and an ability to assess the suitability of techniques. This will be an individual contributor or a manager of a team.
- **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.

Note - The above definitions are Korn Ferry standard definitions

Percentiles

- **P25** : 25th percentile is the **top of the bottom quartile of the population** (a quartile is one-fourth). The 25th percentile tells you the value that 25% of the population falls below.
- **P50** : The 50th percentile is the **top of the second quartile (Q2) of the population** (a quartile is one-fourth). The 50th percentile tells you the value that 50% of the population falls below.
- **P75** : The 75th percentile is **the top of the third quartile (Q3) of the population** (a quartile is one-fourth). The 75th percentile tells you the value that 75% of the population falls below.

Note - The above definitions are standard industry definitions

Key Terminologies

Social Purpose Organisations and its types :

- **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 Social Enterprises :** 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.
- **Funding Institutions :** We define 'Funding organisations' as those that fund the social impact 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 - BRLF, CAPART, etc.
- **Ecosystem Support organisations :** 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.

Note - The above definitions are definitions by ISDM & CSIP



Key Terminologies

Archetype in India Social Sector

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.
- **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
- **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
- **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.
- **ESO Simple:** Ecosystem support organisations that have less than 50 personnel and have scope of operations in any one category (rural or urban)
- **ESO Complex :** Ecosystem support organisations that have more than 50 personnel and have scope of operations in both rural & urban



Note - The above definitions are formulated by ISDM & CSIP

Participant Profile

S.No.	Organisation Name	Category	Archetype	Funding Size	Headcount Size	Thematic Area
11	BBC Media Action (India) Ltd	NGOs and SEs	NGO Complex Professionally Managed	>=1000 lakhs to <2000 lakhs	>=25 to <50	Gender (Women, men, LGBTQI), Healthcare or Public Health, Water and Sanitation
12	Bharti Foundation	NGOs and SEs	NGO Complex Adhoc	Above 7500 lakhs	Above 500	Education
13	Bhumi	NGOs and SEs	NGO Complex Adhoc	>=1000 lakhs to <2000 lakhs	>=25 to <50	Education, Environment, Sustainability and Climate Change, Youth development
14	Breakthrough	NGOs and SEs	NGO Complex Professionally Managed	>=2000 lakhs to <3500 lakhs	>=100 to <150	Child rights and welfare, Gender (Women, men, LGBTQI)
15	Catalyst Management Services Pvt Ltd	NGOs and SEs	NGO Complex Adhoc	>=2000 lakhs to <3500 lakhs	>=50 to <75	Gender (Women, men, LGBTQI), Healthcare or Public Health, Livelihood
16	Child Rights and You (CRY)	Funding Organisations	Funding Organisation	>=3500 lakhs to <7500 lakhs	>=100 to <150	Child rights and welfare
17	CMCA (Children's Movement for Civic Awareness)	NGOs and SEs	NGO Complex Adhoc	>=150 lakhs to <500 lakhs	>=25 to <50	Education, Youth development
18	Development Consortium (Project STiR Education)	NGOs and SEs	NGO Complex Professionally Managed	>=500 lakhs to <1000 lakhs	>=25 to <50	Education
19	Dhwani (RIS) - Rural Information Systems	Ecosystem Support Organisation	ESO Complex	>=500 lakhs to <1000 lakhs	>=50 to <75	Not Provided
20	Dr. Reddy's Foundation (DRF)	NGOs and SEs	NGO Complex Professionally Managed	>=3500 lakhs to <7500 lakhs	>=250 to <500	Education, Livelihood, Youth development
21	Dream A Dream	NGOs and SEs	NGO Complex Professionally Managed	>=1000 lakhs to <2000 lakhs	>=75 to <100	Education, Youth development



Participant Profile

S.No.	Organisation Name	Category	Archetype	Funding Size	Headcount Size	Thematic Area
22	Good Business Lab	Ecosystem Support Organisation	ESO Complex	>=150 lakhs to <500 lakhs	>=25 to <50	Gender (Women, men, LGBTQI), Labour rights, Livelihood
23	Gram Vikas	NGOs and SEs	NGO Complex Professionally Managed	>=150 lakhs to <500 lakhs	>=250 to <500	Environment, Sustainability and Climate Change, Livelihood, Water and Sanitation
24	Healing Fields Foundation	NGOs and Ses	NGO Simple Adhoc	>=150 lakhs to <500 lakhs	>=50 to <75	Healthcare or Public Health, Nutrition, Water and Sanitation
25	Humana People to People India	NGOs and SEs	NGO Complex Professionally Managed	>=3500 lakhs to <7500 lakhs	Above 500	Education, Healthcare or Public Health, Livelihood
26	Institute of Social Studies Trust (ISST)	Ecosystem Support Organisation	ESO Simple	>=20 lakhs to <75 lakhs	>=25 to <50	Gender (Women, men, LGBTQI), Livelihood
27	Jai Vakeel Foundation & Research Centre	NGOs and SEs	NGO Complex Professionally Managed	>=1000 lakhs to <2000 lakhs	>=150 to <250	Education, Welfare, rights, and empowerment of people with disabilities
28	Katalyst	NGOs and SEs	NGO Simple Professionally Managed	>=150 lakhs to <500 lakhs	>=0 to <25	Education, Gender (Women, men, LGBTQI), Youth development
29	Key Education Foundation	NGOs and SEs	NGO Simple Adhoc	>=75 lakhs to <150 lakhs	>=0 to <25	Education
30	Lotus Petal Foundation	NGOs and SEs	NGO Complex Adhoc	>=500 lakhs to <1000 lakhs	>=75 to <100	Education, Livelihood, Nutrition
31	Manavlok Ambajogai	NGOs and SEs	NGO Complex Professionally Managed	>=500 lakhs to <1000 lakhs	>=50 to <75	Elderly rights, welfare, and development, Rural planning and development, Water and Sanitation



Participant Profile

S.No.	Organisation Name	Category	Archetype	Funding Size	Headcount Size	Thematic Area
32	Mobile Creches	NGOs and SEs	NGO Complex Professionally Managed	>=1 lakh to <20 lakhs	>=100 to <150	Child rights and welfare, Migration, Nutrition
33	NASSCOM Foundation	NGOs and SEs	NGO Complex Professionally Managed	>=3500 lakhs to <7500 lakhs	>=50 to <75	Gender (Women, men, LGBTQI), Livelihood
34	National Centre for Promotion of Employment for Disabled People (NCPEDP)	NGOs and SEs	NGO Simple Professionally Managed	>=150 lakhs to <500 lakhs	>=0 to <25	Education, Governance and Accountability, Welfare, rights, and empowerment of people with disabilities
35	Oak Foundation	Funding Organisations	Funding Organisation	>=75 lakhs to <150 lakhs	>=0 to <25	Environment, Sustainability and Climate Change, Gender (Women, men, LGBTQI), Human rights and advocacy, Labour rights, Migration
36	Oorjaa Sustainable Solutions LLP	Ecosystem Support Organisation	ESO Complex	>=1 lakh to <20 lakhs	>=0 to <25	Livelihood, Nutrition, Quality of life for the homeless
37	Pravah	NGOs and SEs	NGO Simple Adhoc	>=500 lakhs to <1000 lakhs	>=25 to <50	Youth development, Gender (Women, men, LGBTQI), Livelihood
38	PRIA (Participatory Research in Asia)	NGOs and SEs	NGO Simple Adhoc	>=150 lakhs to <500 lakhs	>=0 to <25	Education, Governance and Accountability, Youth development
39	Quality Education Support Trust (QUEST)	NGOs and SEs	NGO Complex Adhoc	>=150 lakhs to <500 lakhs	>=50 to <75	Education
40	Red Dot Foundation	NGOs and SEs	NGO Simple Adhoc	>=20 lakhs to <75 lakhs	>=0 to <25	Education, Gender (Women, men, LGBTQI), Human rights and advocacy
41	Rural Education and Action Development Trust (READ)	NGOs and SEs	NGO Simple Adhoc	>=1 lakh to <20 lakhs	>=50 to <75	Education, Elderly rights, welfare, and development, Welfare, rights, and empowerment of people with disabilities
42	Sanskriti Samvardhan Mandal (SSM)	NGOs and SEs	NGO Complex Adhoc	>=2000 lakhs to <3500 lakhs	>=100 to <150	Education, Livelihood, Rural planning and development



Participant Profile

S.No.	Organisation Name	Category	Archetype	Funding Size	Headcount Size	Thematic Area
43	Sense International India	Ecosystem Support Organisation	ESO Complex	>=500 lakhs to <1000 lakhs	>=25 to <50	Education, Welfare, rights, and empowerment of people with disabilities
44	Service Initiative for Voluntary Action (SIVA) Trust	NGOs and SEs	NGO Simple Professionally Managed	>=75 lakhs to <150 lakhs	>=0 to <25	Child rights and welfare, Dalit/Tribal/Minority rights
45	SNEHA (Society for Nutrition, Education and Health Action)	NGOs and SEs	NGO Complex Adhoc	>=1000 lakhs to <2000 lakhs	Above 500	Gender (Women, men, LGBTQI), Governance and Accountability, Nutrition
46	St. Jude India ChildCare Centres	NGOs and SEs	NGO Complex Adhoc	>=2000 lakhs to <3500 lakhs	>=100 to <150	Education, Healthcare or Public Health, Nutrition
47	Swades Foundation	NGOs and SEs	NGO Complex Adhoc	>=3500 lakhs to <7500 lakhs	>=250 to <500	Education, Healthcare or Public Health
48	Swasti	NGOs and SEs	NGO Complex Adhoc	>=2000 lakhs to <3500 lakhs	>=150 to <250	Healthcare or Public Health
49	The Akanksha Foundation (Akanksha)	NGOs and SEs	NGO Simple Professionally Managed	>=3500 lakhs to <7500 lakhs	Above 500	Gender (Women, men, LGBTQI), Governance and Accountability, Healthcare or Public Health
50	The/Nudge Foundation	NGOs and SEs	NGO Complex Adhoc	>=150 lakhs to <500 lakhs	>=150 to <250	Livelihood, Rural planning and development, Youth development
51	Toybank - Development through Play	NGOs and SEs	NGO Complex Adhoc	>=150 lakhs to <500 lakhs	>=250 to <500	Child rights and welfare, Education
52	U&I Trust	NGOs and SEs	NGO Complex Adhoc	>=150 lakhs to <500 lakhs	>=50 to <75	Child rights and welfare, Education, Welfare, rights, and empowerment of people with disabilities



Participant Profile

S.No.	Organisation Name	Category	Archetype	Funding Size	Headcount Size	Thematic Area
53	Udayan Care	NGOs and SEs	NGO Complex Adhoc	>=1000 lakhs to <2000 lakhs	>=150 to <250	Child rights and welfare, Education, Youth development
54	Udhyam Learning Foundation	NGOs and SEs	NGO Complex Adhoc	>=500 lakhs to <1000 lakhs	>=75 to <100	Education, Livelihood
55	Ummeed Child Development Center	NGOs and SEs	NGO Complex Adhoc	>=1000 lakhs to <2000 lakhs	>=75 to <100	Education, Healthcare or Public Health, Welfare, rights, and empowerment of people with disabilities
56	Under The Mango Tree Society	NGOs and SEs	NGO Complex Professionally Managed	>=150 lakhs to <500 lakhs	>=25 to <50	Environment, Sustainability and Climate Change, Gender (Women, men, LGBTQI), Livelihood
57	Wildlife Conservation Society - India	NGOs and SEs	NGO Complex Professionally Managed	>=1000 lakhs to <2000 lakhs	>=150 to <250	Animal Protection, Environment, Sustainability and Climate Change, Livelihood
58	Wipro Foundation	Funding Organisations	Funding Organisation	>=3500 lakhs to <7500 lakhs	>=0 to <25	Education, Environment, Sustainability and Climate Change, Healthcare or Public Health
59	Youth for Unity and Voluntary Action (YUVA)	NGOs and SEs	NGO Complex Professionally Managed	>=500 lakhs to <1000 lakhs	>=25 to <50	Labour rights, Urban planning and development, Youth development





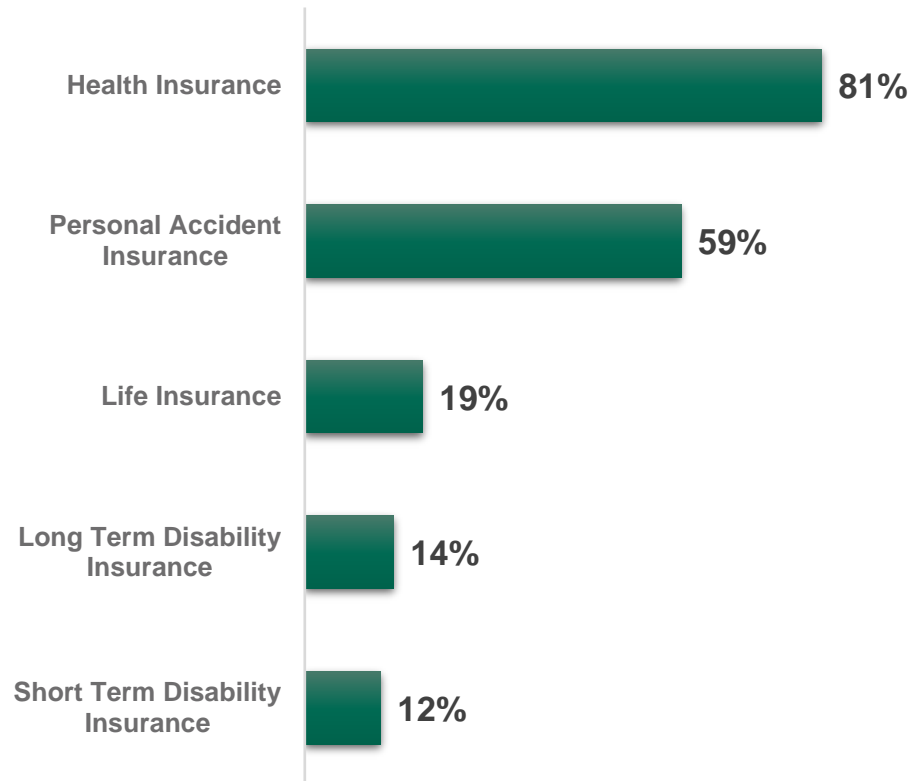
Insurance Benefit

- **Life Insurance** refers to a policy or cover whereby the policyholder can ensure financial freedom for his/her family members after death.
- **Health insurance** refers to a type of general insurance, which provides financial assistance to policyholders when they are admitted to hospitals for treatment.
- **Personal Accident** Insurance offers financial compensation in the event of bodily injuries leading to total/partial disability or death caused due to accidents.
- **Short-term disability** Employer-provided short-term disability (STD) insurance pays a percentage of an employee's salary for a specified amount of time, if they fall ill or get injured, and cannot perform the duties of their job.
- **Long-term disability insurance (LTD)** is an insurance policy that protects an employee from loss of income in the event that he or she is unable to work due to illness, injury, or accident for a long period of time.

Insurance Benefits

Q1. Do organisations provide the following Insurance to personnel? (N=59)

Overall Social Sector



Prevalence by Category (% of Organisations)			
Types of Insurance	NGO & SEs	Ecosystem Support Organisations	Funding Organisations
Number of Respondents	N=48	N=7	N=4
Health Insurance	81%	86%	75%
Personal Accident Insurance	63%	43%	50%
Life Insurance	17%	29%	25%
Long Term Disability Insurance	15%	0%	25%
Short Term Disability Insurance	25%	0%	13%

- **Health Insurance (81%)** emerges as the most prevalent type of insurance benefit in the social sector
- **Ecosystem Support Organisations** do not provide **Long Term Disability** and **Short-Term Disability Insurance** benefit



Note : Please move to the next side for archetype wise analysis.

Insurance Benefits

Q1. Do organisations provide the following Insurance to personnel? (N=59)

Prevalence by Archetypes (% of Organisations)					
Types of Insurance	NGO Simple Adhoc	NGO Simple Professionally Managed	NGO Complex Adhoc	NGO Complex Professionally Managed	ESO Complex
Number of Respondents	N=7	N=4	N=23	N=14	N=5
Health Insurance	57%	50%	83%	100%	80%
Personal Accident Insurance	71%	25%	61%	71%	40%
Life Insurance	29%	0%	17%	14%	20%
Long Term Disability Insurance	29%	25%	9%	14%	0%
Short Term Disability Insurance	29%	25%	9%	7%	0%

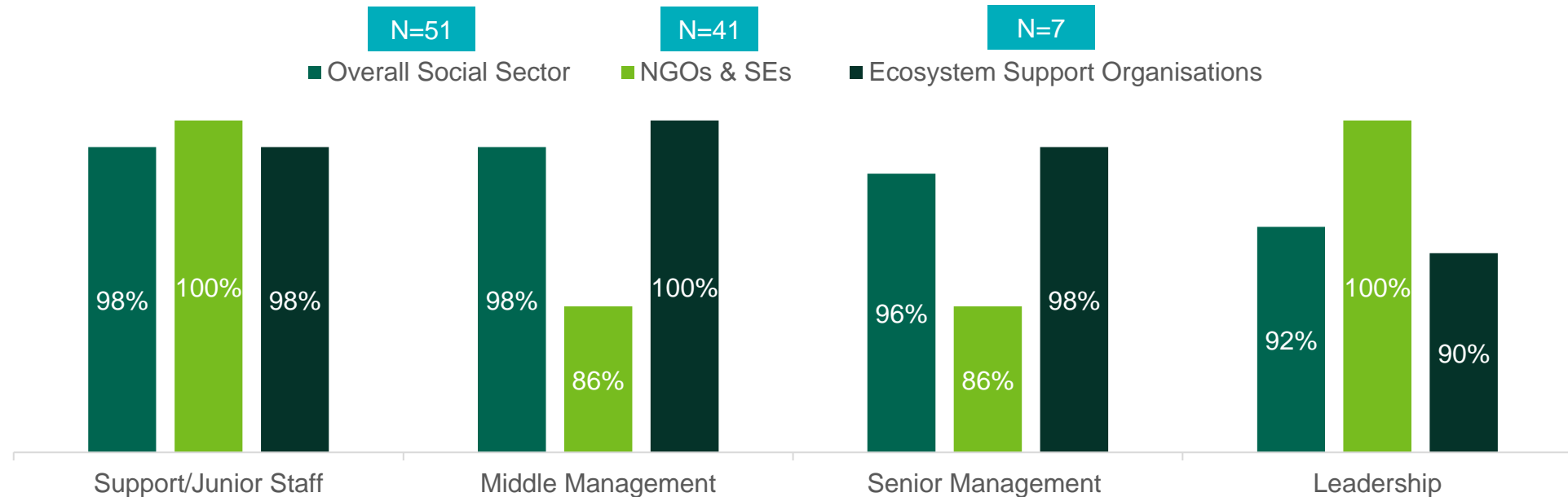
- With Health Insurance benefit prevalent across all archetypes, only 50% of **NGO Simple Adhoc** and **NGO Simple Professionally Managed** organisations provide health insurance benefit. **NGO Simple Adhoc** has a greater prevalence of **personal accident insurance** than health insurance.
- **Life Insurance, Long Term Disability** and **Short-Term Disability Insurance** benefit emerges as the least prevalent insurance benefits across all archetypes



Note : Due to insufficient data points, we have not reported data across all archetypes, Hence the N values will not sum up to 59.

Insurance Benefits

Q2. Which all employee groups are eligible for the Insurance ? (N=51)



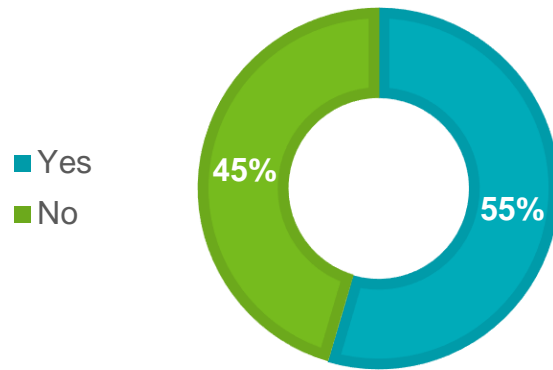
- **Majority of** the organisations in social sector provide insurance benefit across all employee groups.
- Few organisations under **NGOs & SEs category** do not provide insurance benefit at **middle and senior management level**.



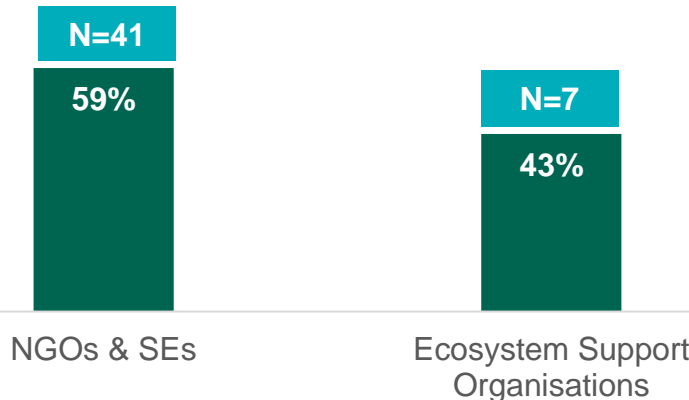
Note : We do not have enough data points to report findings under Funding Organisations.

Insurance Benefits

Q3. Do organisations cover contractual personnel under insurance benefit? (N=51)



Prevalence by category



Number of Respondents		Prevalence (Yes only)	
Archetypes	Q3	Yes (%)	(N)
NGO Complex Adhoc	20	55%	11
NGO Complex Professionally Managed	14	64%	9
NGO Simple Adhoc	5	60%	3
Grand Total	39		

- **55% of the social purpose organisations** cover contractual employees under insurance benefit plan
- Furthermore, at a category level, **59% of the NGO & SEs organisations** cover contractual employees whereas, **43% of the ecosystem support organisations** cover contractual employees under insurance benefit plan.

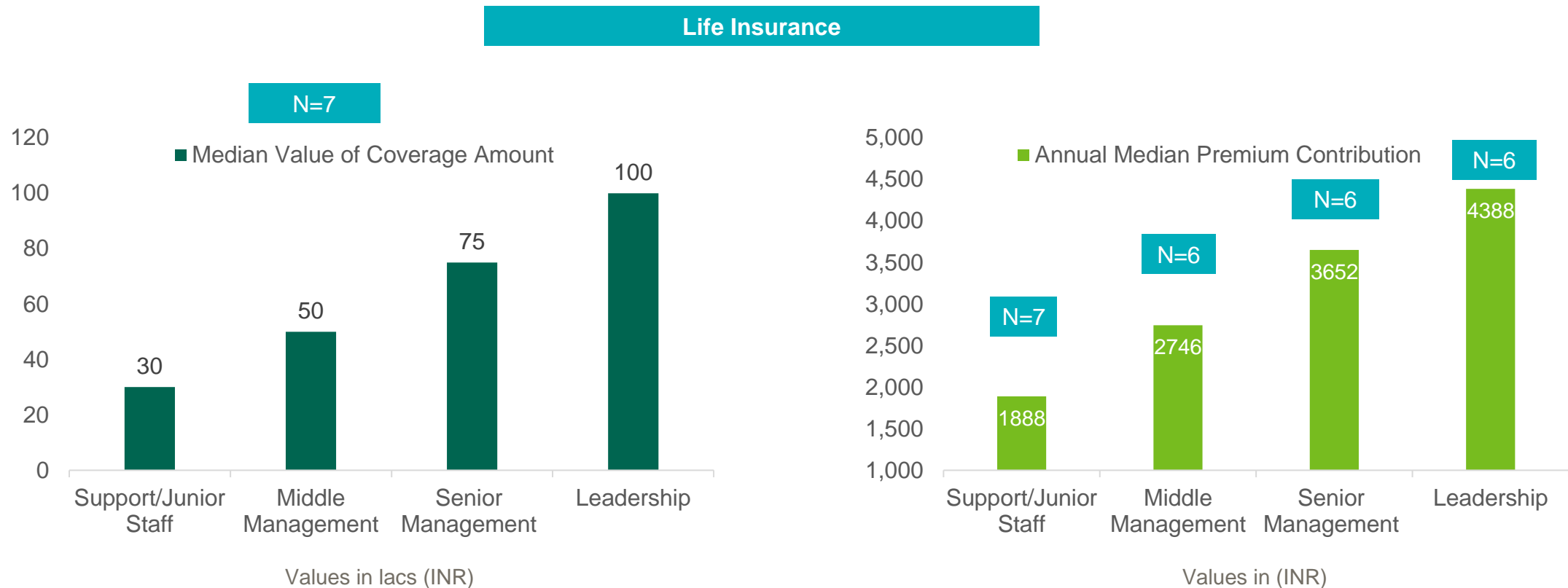


Note : Due to insufficient data points, we have not reported data across all archetypes and categories, Hence the N values will not sum up to 51.

Insurance Benefits

Q4. What is the maximum amount the personnel can claim and the typical annual premium contribution for each grade of personnel?

- The **maximum value of coverage** amount provided under **Life Insurance benefit** varies by employee groups and ranges from INR 30 lac to INR 100 lac. The premium amount values observed under life Insurance benefit are subject to employee headcount in the organisation due to **Group Insurance Policy*.



**Group Insurance refers to insurance coverage that covers an entire set of people which can be of a particular group, company, or any other associated entity which makes them a group with a common identity. A group Insurance involves members of a group governed by a single policy with the premium amount paid by the group head which in the case of employer-employee is the employer itself.*

Insurance Benefits

Q4. What is the maximum amount the personnel can claim and the typical annual premium contribution for each grade of personnel?

- The **median coverage** amount provided under **Personal Accident Insurance benefit** varies slightly by employee groups and ranges from INR 4.5 lac to INR 5 lac in the social sector. The premium amount values observed under personal accident Insurance benefit are subject to employee headcount in the organisation due to Group Insurance Policy.

Personal Accident Insurance

Types of Insurance		Median Maximum Coverage Amount in lacs (INR)				Annual Median Premium Contribution (in INR)			
	Percentile	Support/ Junior Staff	Middle Management	Senior Management	Leadership	Support/ Junior Staff	Middle Management	Senior Management	Leadership
No. of Respondents		N=22	N=22	N=21	N=19	N=21	N=21	N=20	N=17
Personal Accident Insurance	P25	3	3	3	3	202	202	201	253
	P50	4.5	4.5	5	5	501	501	475	501
	P75	10	10	10	10	1126	1592	2728	4250



Insurance Benefits

Q4 What is the maximum amount the personnel can claim and the typical annual premium contribution for each grade of personnel?

- The **median coverage** amount provided under **Health Insurance benefit** is INR 3lac across all employee groups in the social sector. The premium amount values observed under health Insurance benefit are subjected to employee headcount in the organisation due to Group Insurance Policy.

Health Insurance

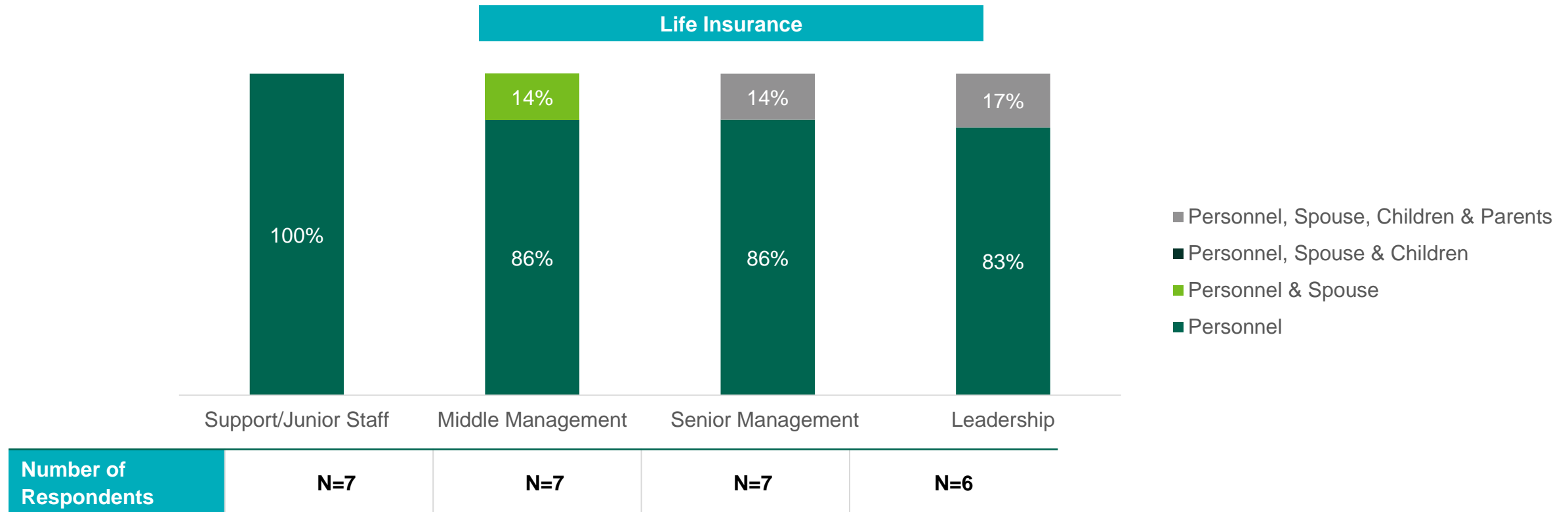
Types of Insurance		Median Maximum Coverage Amount in lacs (INR)				Annual Median Premium Contribution (in INR)			
	Percentile	Support / Junior Staff	Middle Management	Senior Management	Leadership	Support / Junior Staff	Middle Management	Senior Management	Leadership
No. of Respondents		N=37	N=38	N=39	N=36	N=28	N=29	N=30	N=27
Health Insurance	P25	1.5	1.9375	1.62	1.5	3,800	3,900	4,012	3,700
	P50	3	3	3	3	6,078	6,500	6,250	7,500
	P75	5	4.87	4.75	4.5	10,548	11,904	11,307	12,681



Insurance Benefits

Q5a. Which employee groups do organisations typically cover under Life Insurance policy?

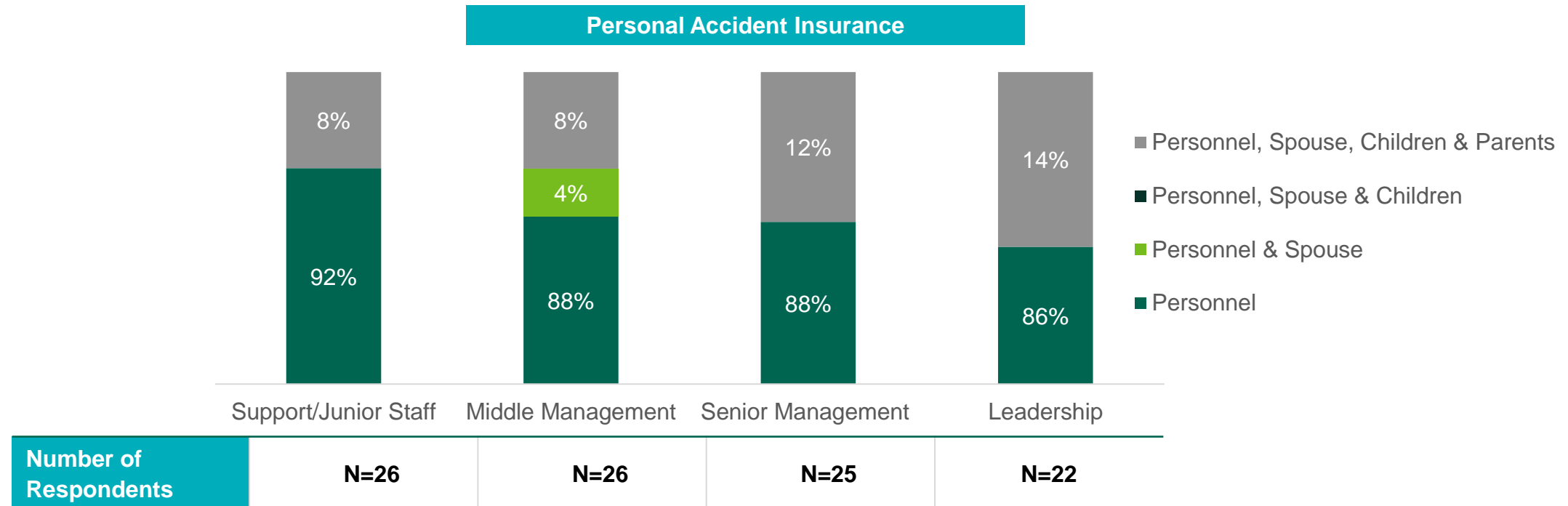
- Overall, in social sector, **under Life Insurance policy, 88% of the organisations cover only personnel across all employee groups. For middle management employees, 14% of the organisations cover personnel and spouse. Around 15% of the organisations cover personnel, spouse, children and parents for senior management and leadership employee ,respectively.**
- Out of the total responses for each of the employee groups below, **only 1 organisation is from Ecosystem Support organisation category, rest are from NGO & SEs category.** Hence the findings are dominated by NGO & SEs category.



Insurance Benefits

Q5b. Which employee groups do organisations typically cover under personal accident Insurance policy?

- Overall, in social sector, **under Personal Accident Insurance policy, 88% of the organisations cover only personnel across all employee groups. For middle management employees, while 8% of the organisations cover personnel, spouse, children and parents, 4% of the organisations cover only personnel and spouse. Around 14% of the organisations include personnel, spouse, children and parents for senior management and leadership, respectively.**
- Out of the total responses for each of the employee groups below, **only 1 organisation is from Ecosystem Support organisation category, rest are from NGO & SEs category.** Hence the findings are dominated by NGO & SEs category

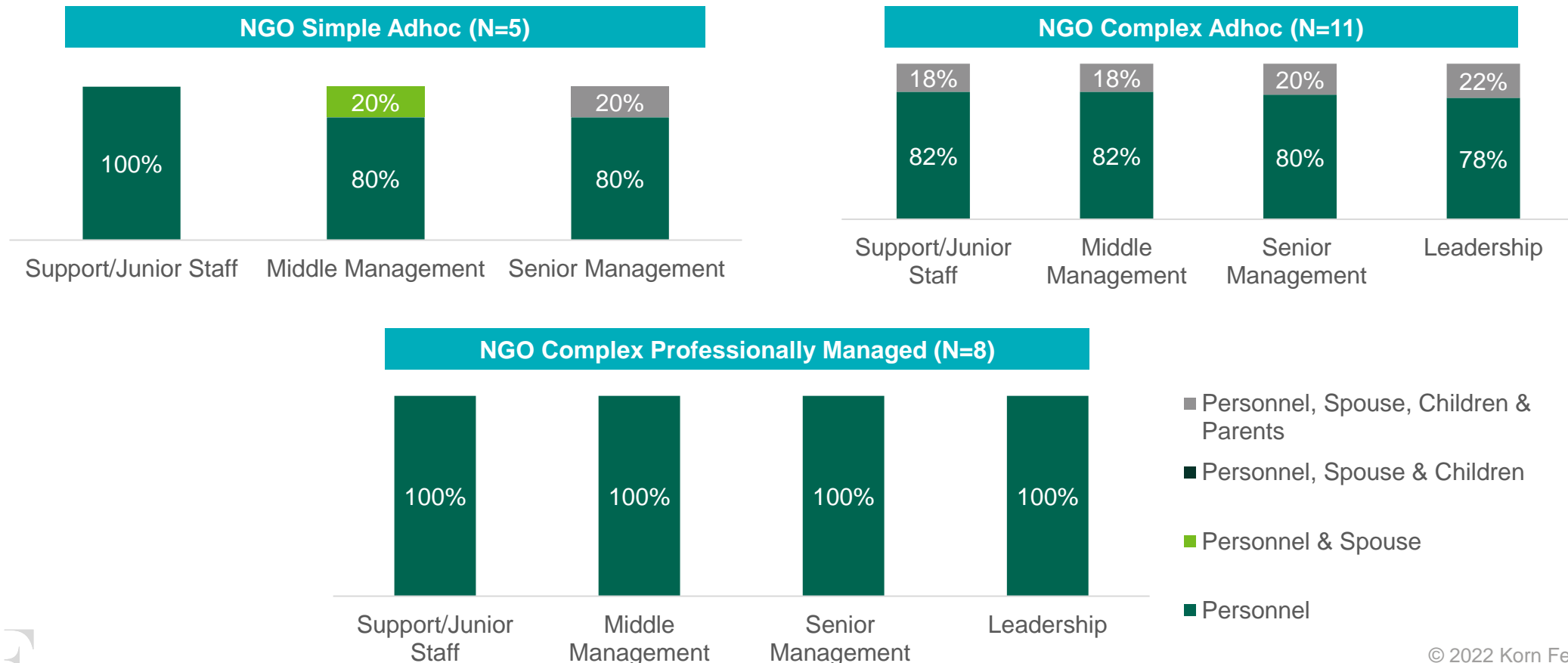


Note : Please move to the next side for archetype wise analysis.

Insurance Benefits

Q5b. Which employee groups do organisations typically cover under personal accident Insurance policy?

- Social purpose organisations tagged under **NGO Complex Professionally Managed archetype** cover **only personnel under personal accident insurance policy across all employee groups**.
- Around **80% of the organisations** tagged under NGO Simple & Complex Adhoc archetypes cover only personnel. Only around 20% organisations cover personnel, spouse, children and parents under personal accident insurance policy.

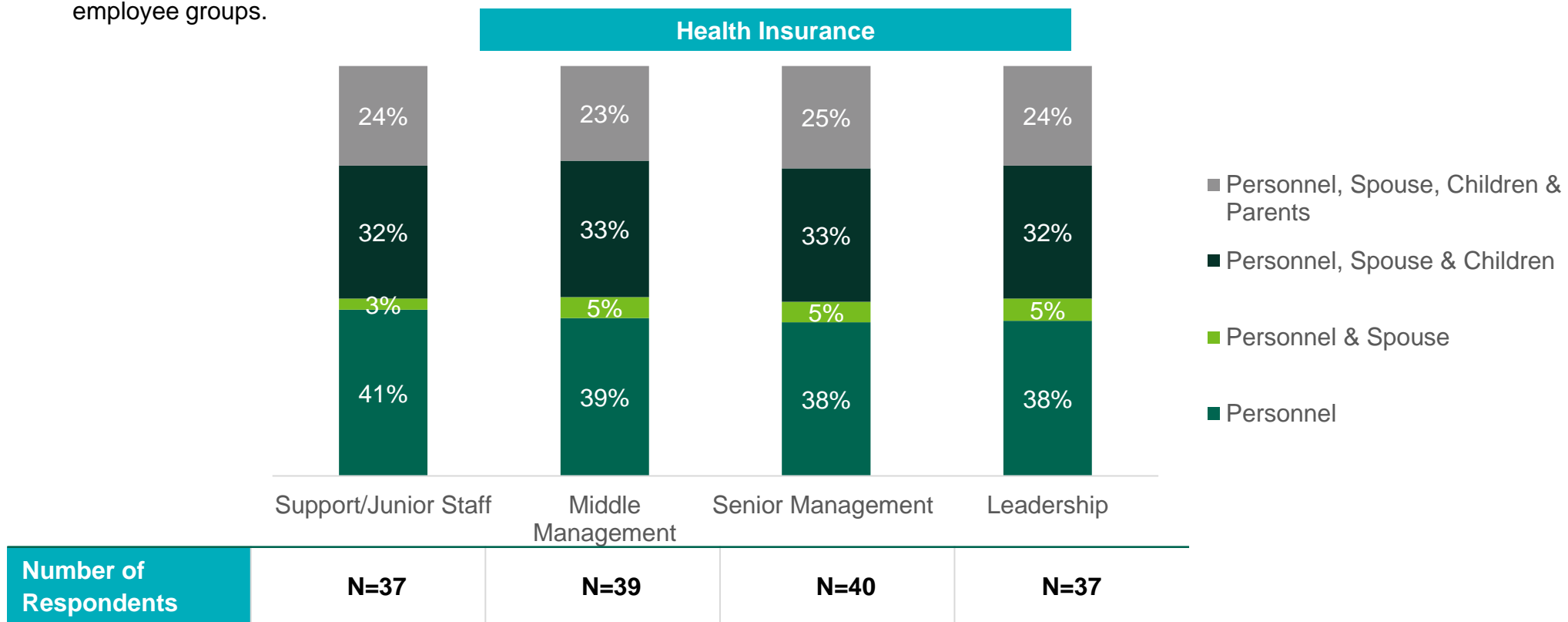


Note : Due to insufficient data points, we have not reported data across all archetypes.

Insurance Benefits

Q5c. Which employee groups do organisations typically cover under Health Insurance policy?

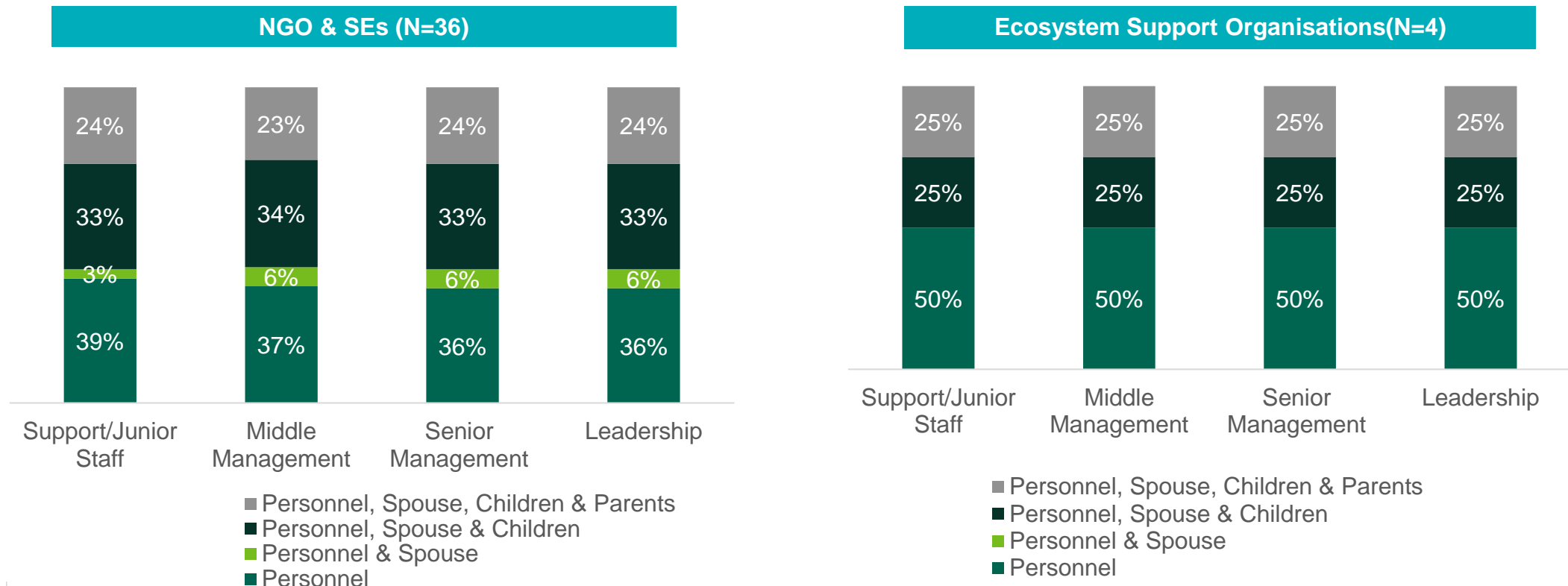
- Overall, in social sector, under Health Insurance policy, **39% of the organisations cover only personnel** across all employee groups and **32% of the organisations cover personnel, spouse and children** across all employee groups , **24% of the organisations cover personnel, spouse, children and parents, while 5% of the organisations cover only personnel and spouse.**
- We can observe that organisations do not differentiate in personnel or dependents that have to be covered in the insurance policy based on the employee groups.



Insurance Benefits

Q5c. Which employee groups do organisations typically cover under Health Insurance policy?

- Around 37% of the organisations tagged under **NGO & SEs** category cover **only personnel**, followed by 1/3 organisations covering personnel, spouse and children, 24% of the organisations covering personnel, spouse, children and parents and only 6% of the organisations cover personnel and spouse.
- Under Ecosystem support organisations, 50% of the organisations cover only personnel, 25 % of the organisations cover personnel, spouse and children and remaining 25% cover personnel, spouse, children and parents.

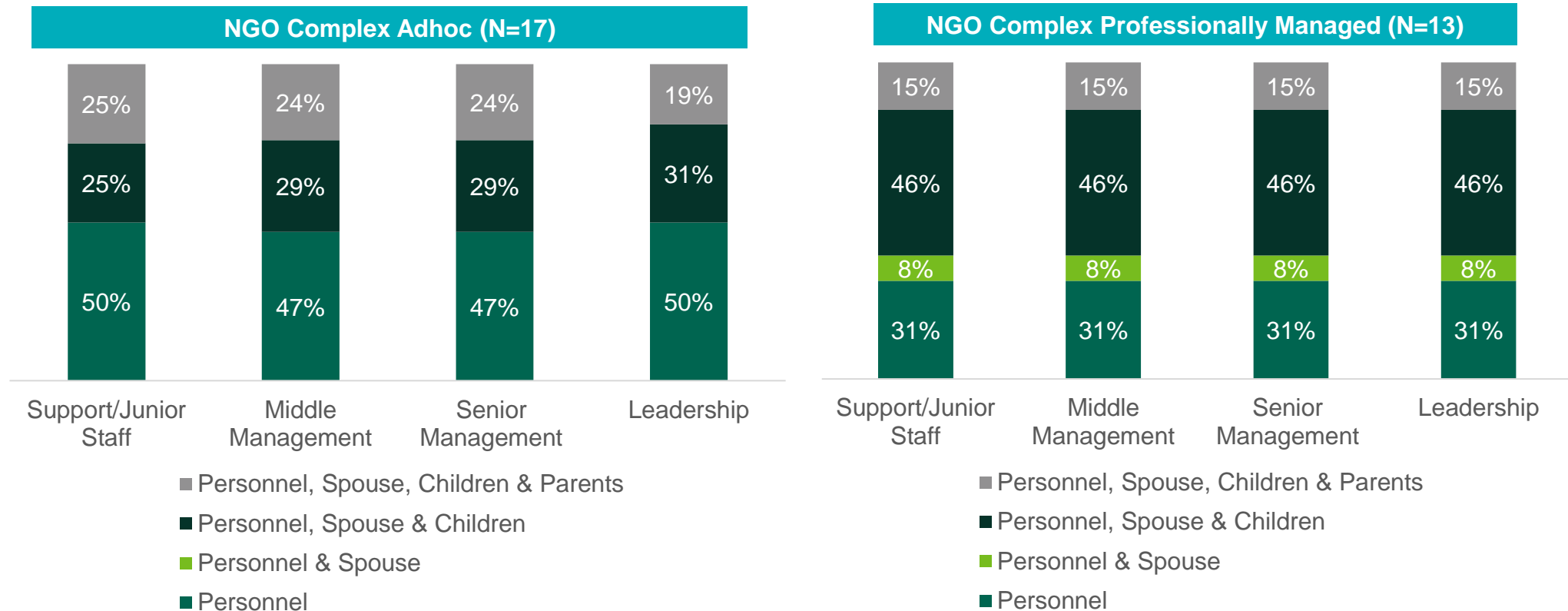


Note : Due to insufficient data points, we have not reported data across all categories.

Insurance Benefits

Q5c. Which employee groups do organisations typically cover under health Insurance policy?

- Around 50% of the social purpose organisations tagged under **NGO Complex Adhoc** cover **only personnel under health insurance policy across all employee groups.**
- **46% of the organisations** tagged under NGO Complex Professionally Managed archetype cover personnel, spouse and children, followed by **31% of the organisations covering only personnel** under health insurance policy.



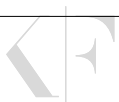
Note : Due to insufficient data points, we have not reported data across all archetypes.

Insurance Benefits

Other Facts and Figures




- **100%** of the organisations **cover only personnel while providing insurance benefit for Long Term and Short-Term Disability.** (N=4)
- **86%** of the organisations provide **fully sponsored insurance benefit (N=50).** Further, **85% (N=7)** are ecosystem support organisations and **85%** are NGO & SEs. Also, **44%** of the organisations are NGO Complex Adhoc, **35%** are NGO Complex Professionally Managed and **15%** are NGO Simple Adhoc.
- **69%** of the organisations **include maternity hospitalisation cover in Health Insurance Plan** (N=42). Further, **60%** (N=5) are ecosystem support organisations and **74%**(N=35) are NGO & SEs organisations. Also, **80%** (N=15) of the organisations are NGO Complex Adhoc, **64%** are **NGO Complex Professionally Managed** and **25%** are **NGO Simple Adhoc.**
- **90%** of the organisations **do not have cashing out option for personnel (personnel takes the amount as part of compensation) (N=42)**




*Cashing out option relates to the option of not availing the benefit and instead taking a compensation against it.

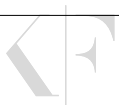


Competitiveness with General Industry

Social sector lagging behind the General Industry trends.




	Below GI trends
	At Par with GI trends
	Above GI trends




Types of Insurance		General Industry Market	Social Sector	Market Positioning
Health Insurance	Prevalence	<ul style="list-style-type: none"> 98% organisations provide health insurance (floater program) to its employees. 	81.4% organisations provide Health Insurance	
	Coverage	Median Coverage Amounts: <ul style="list-style-type: none"> Leadership - INR 6lac Senior Management - INR 4lac Middle Management - INR 4lac Support/Junior Staff - INR 3lac 	<ul style="list-style-type: none"> Median Coverage Amount – INR 3lac across all employee groups. 	
	Who all are covered?	<ul style="list-style-type: none"> Only Personnel (2%) Personnel, spouse, children (65%) Personnel, spouse, children & parents (26%) Personnel & spouse (7%) 	<ul style="list-style-type: none"> Only Personnel (39%) Personnel, spouse, children (32%) Personnel, spouse, children & parents (24%) Personnel & spouse (5%) 	



Competitiveness with General Industry

Social sector lagging behind the General Industry trends




	Below GI trends
	At Par with GI trends
	Above GI trends




Types of Insurance		General Industry Market	Social Sector	Market Positioning
Life Insurance	Prevalence	<ul style="list-style-type: none"> 91% organisations offer term/life insurance to its employees 	18.6% organisations provide Life Insurance	
	Coverage	<ul style="list-style-type: none"> 78% - Multiple of Fixed Pay Benefit -36 times of monthly pay Median value of the maximum amount if coverage is based on a multiple of pay is INR 100 lac across all the levels 	<ul style="list-style-type: none"> Median coverage amount provided Leadership - INR 100 lac Senior Management - INR 75 lac Middle Management - INR 50 lac Support /Junior Staff- INR 30 lac 	
	Who all are covered?	<ul style="list-style-type: none"> Only Personnel (67%) Personnel, spouse, children & parents (3%) Personnel & spouse (8%) Personnel, spouse, children (22%) 	<ul style="list-style-type: none"> Only Personnel (88%) Personnel, spouse, children & parents (14%) Personnel & spouse (14%) 	

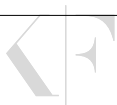


Competitiveness with General Industry

Social sector lagging behind the General Industry trends

	Below GI trends
	At Par with GI trends
	Above GI trends

Types of Insurance		General Industry Market	Social Sector	Market Positioning
Personal Accident Insurance	Prevalence	<ul style="list-style-type: none"> 94% organisations offer personal accident insurance to its employees 	<ul style="list-style-type: none"> 59.3% organisations provide Personal Accident Insurance 	
	Coverage	<ul style="list-style-type: none"> Leadership- INR 200 lac Senior Management - INR 100 lac Middle Management- INR 60 lac Support/Junior Staff- INR 12 lac 	<ul style="list-style-type: none"> Leadership - INR 5 lac Senior Management INR 5 lac Middle Management -INR 4.5 lac Support /Junior Staff- INR 4.5 lac 	
	Who all are covered?	<ul style="list-style-type: none"> Only Personnel (7%) Personnel, spouse, children and parents (61%) Personnel & spouse (8%) Personnel, spouse, children (24%) 	<ul style="list-style-type: none"> Only Personnel (85%) Personnel, spouse, children and parents (7%) Personnel & spouse (3%) 	

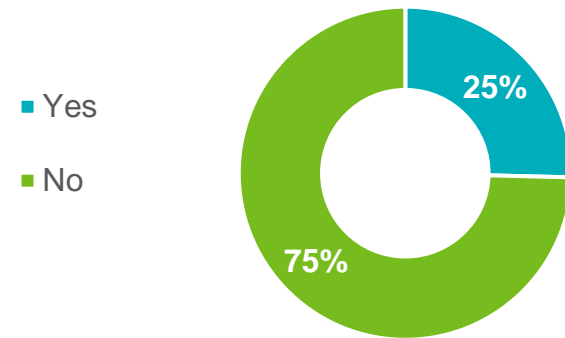


Retirement Benefit

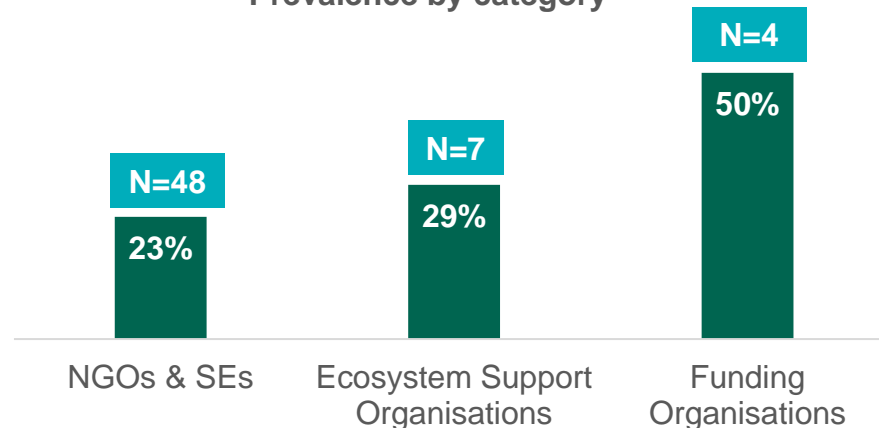
- **Provident Funds** or PF are a retirement savings scheme introduced by the government which aims to provide financial security to the employee for future after his/her retirement. As per act, PF is a government mandate at 12% of basic salary. P. Any organisation with 20 or more permanent employees is liable to pay provident fund.
- **Gratuity** is a lump sum amount that employers pay their employees as a sign of gratitude for the services provided. As per act, Gratuity is a government mandate at 4.81% of basic salary.
 - Any organisation with 10 or more permanent employees is liable to pay gratuity.
 - Gratuity as per act is calculated as **(N = Number of years the employee served the organisation * Last drawn Basic salary of the employee) *15/26**. The maximum gratuity limit that the employees can receive is up to **₹20 lakhs** for both private sector and government employees
 - Employees who have completed 5 years of service in the company are eligible for gratuity. However, the condition is not applicable in situations like the death or disablement of an employee
- **Superannuation** is a kind of fund received by an employee at the time of retirement as pension benefit from the employer. The employer contributes a fixed amount of fund based on the salary, age and other factors. After retirement, this amount can be withdrawn by the employee and he or she can reap the benefits of it as monthly pension. It is a voluntary contribution as a retirement benefit.

Retirement Benefit

Q1. Do organisations offer retirement benefits/allowances (over and above what is required by the government)? (N=59)



Prevalence by category

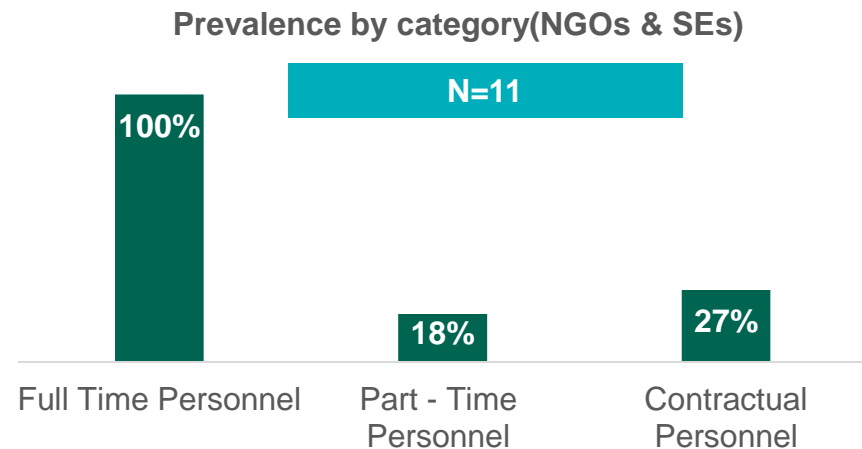
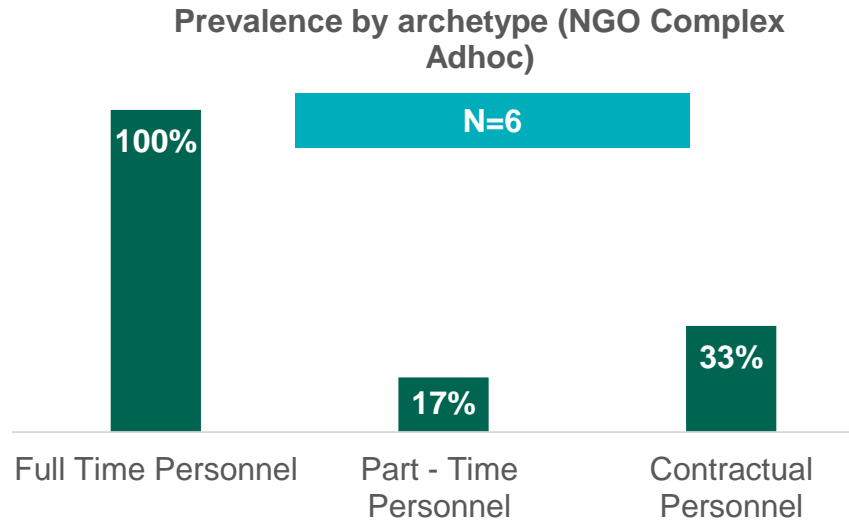
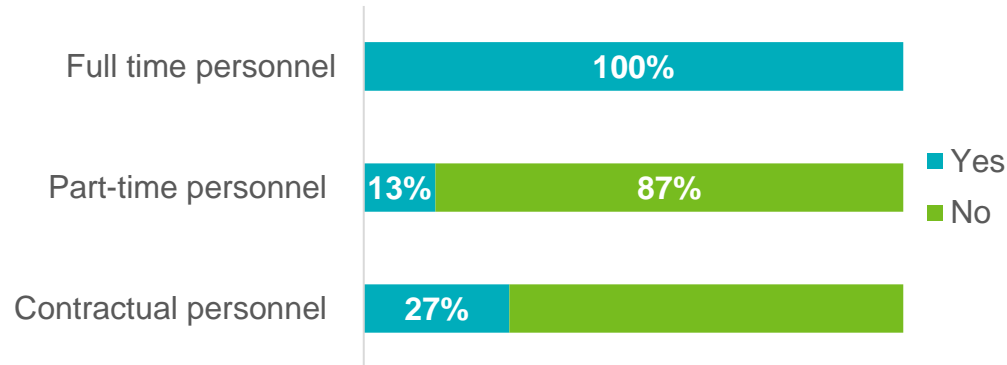


Number of Respondents		Prevalence (Yes only)	
Archetypes	Q1	Yes (%)	(N)
NGO Complex Adhoc	23	26%	6
NGO Complex Professionally Managed	14	21%	3
NGO Simple Adhoc	7	14%	1
NGO Simple Professionally Managed	4	25%	1
Grand Total	48		

- **25% of the social purpose organisations** offer retirement benefits(over and above, what is required by the government)
- At a category level, **23% of the NGOs & SEs organisations** offer retirement benefits (over and above, what is required by the government) **29% of the ecosystem support organisations and 50% of the funding organisations** offer the same benefit.
- At an archetype level, **NGO Simple Adhoc & NGO Simple Professionally Managed organisations** have the lowest proportion of organisations offering retirement benefits (over and above, what is required by the government).

Retirement Benefit

Q2. Which type of personnel are eligible for retirement benefits (N=15)



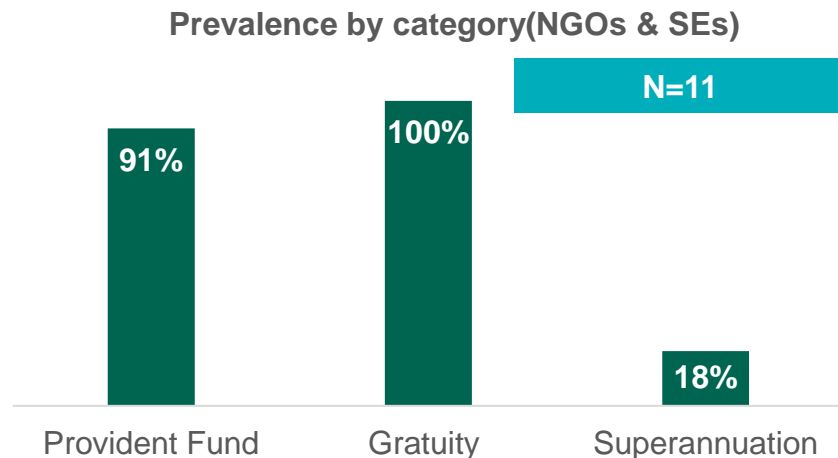
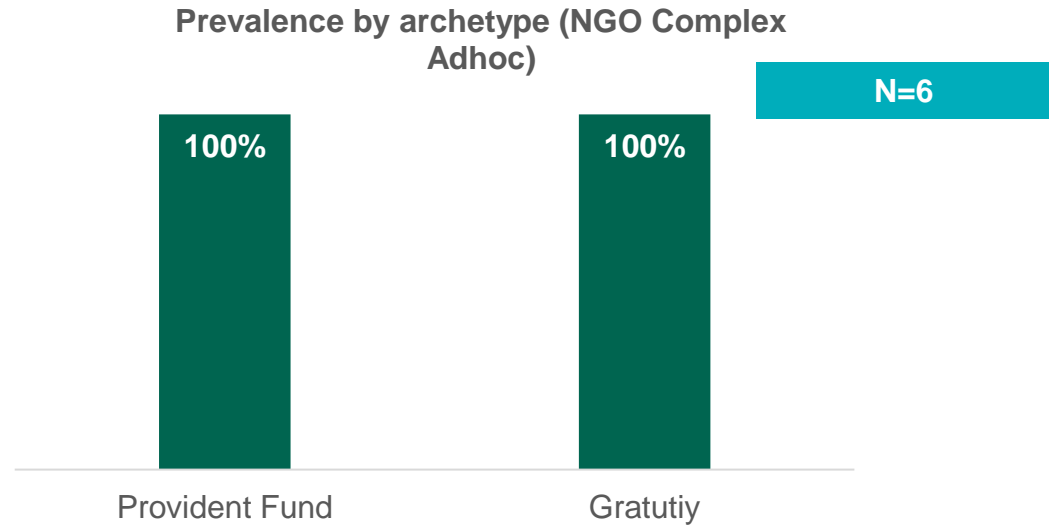
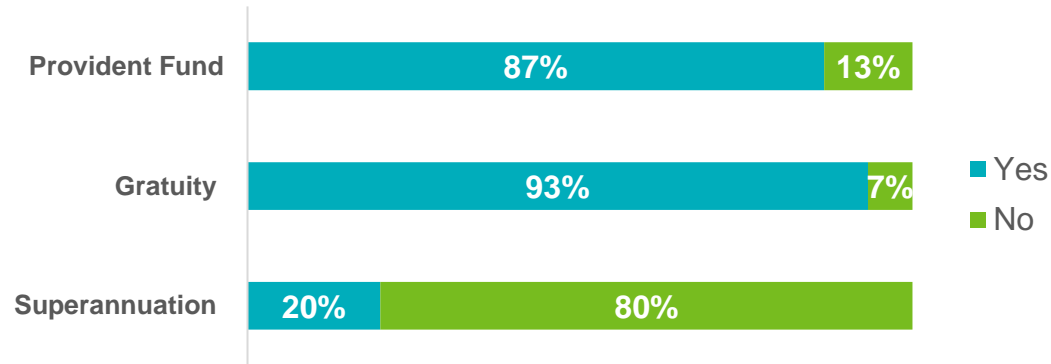
- Overall, in the social sector, **All organisations** provide retirement benefits to full time personnel. **27%** of the organisations provide retirement benefits to contractual personnel and only **13%** organisations provide it to part-time personnel.
- **All Organisations** tagged under **NGOs & SEs and further at NGO Complex Adhoc** provide retirement benefits to full time personnel.
- Across social sector, we can observe, retirement benefits are provided to full-time personnel, with only few organisations offering it to part time and contractual personnel.



Note : Due to insufficient data points, we have not reported data across all archetypes and categories.

Retirement Benefit

Q3. What are the retirement benefits that are provided to the full-time personnel (N=15)



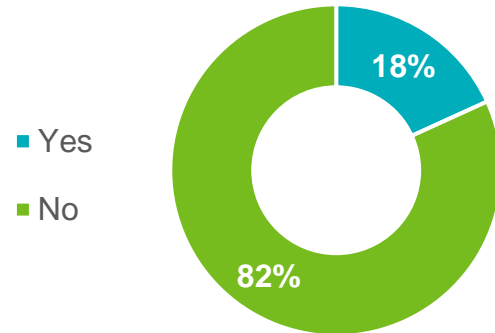
- **87%** of the organisations provide provident fund to the full-time personnel, **93%** of the organisations provide gratuity and only **20%** of the organisations offer superannuation.
- Provident fund and gratuity are mandatory retirement benefits. Any organisation with 20 or more permanent employees is liable to pay provident fund.
- Any organisation with 10 or more permanent employees is liable to pay gratuity.
- Superannuation is a voluntary contribution as a retirement benefit.



Note : Due to insufficient data points, we have not reported data across all archetypes and categories.

Retirement Benefit

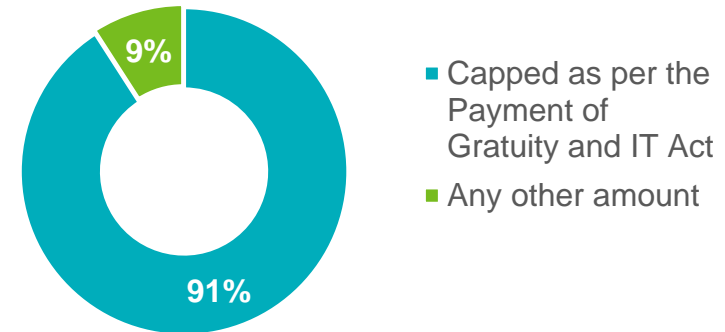
Q4. Do organisations have any *upper limit on compensation for contribution to Provident Fund?(N=11)



**With respect to maintaining an upper limit on compensation, with increments organisations keep the basic amount as same and put the increment in the allowances, hence the contribution of provident fund remains the same. However, this will only hold true until the new wage code is implemented, where organisations are required to maintain basic salary as 50% of the total cost to company for each employee.*

- **18%** of the organisations have an upper limit on compensation for contribution to provident fund.
- **1 out of 8** (12%) NGOs & SEs organisations have an upper limit on compensation for contribution to provident fund.

Q5. What is the maximum amount of gratuity benefit provided? (N=11)

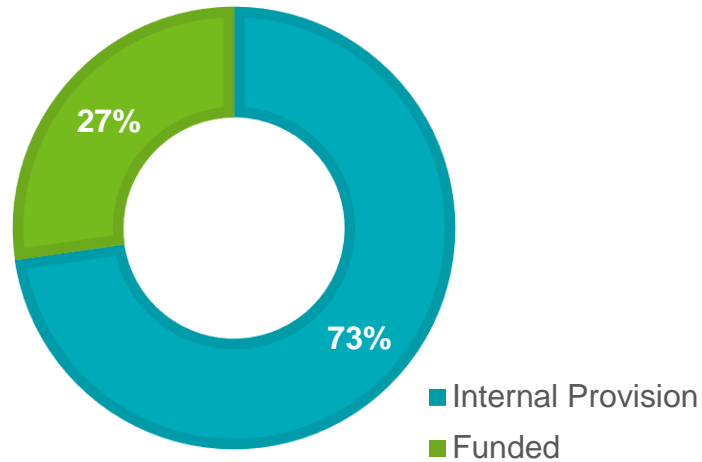


- **9%** of the organisations have capped the maximum amount of gratuity benefit as per the payment of Gratuity Act.
- **9 out of 10** (90%) NGOs & SEs organisations have capped the maximum amount of gratuity benefit as per the payment of Gratuity Act.



Retirement Benefit

Q6. How do organisations make *provisions for Gratuity?
(N=11)



- **73%** of the organisations have an internal provision for gratuity .
- **7 out of 10** (70%) NGOs & SEs organisations have an internal provision for gratuity

**Company can decide to setup an Approved Gratuity Trust . The Investment of Company is either "Self Managed " or “ Managed by Insurance Company”. Company contribute the annual contribution in this Gratuity Trust and get the Tax Benefits.*

Retirement Benefit




Other Facts and Figures




- **13 organisations have voted 60** years as the retirement age in their organisation.(N=13)
- **37.5% of the organisations** plan to retain superannuation in their existing salary structure **(N=8)**.

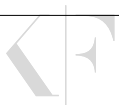


Competitiveness with General Industry

Similar to the General Industry, the social sector provides retirement benefits as per law.




	Below GI trends
	At Par with GI trends
	Above GI trends




Retirement Benefit		General Industry Market	Social Sector	Market Positioning
Provident Fund	Eligibility	<ul style="list-style-type: none"> 100% permanent employees are eligible because its mandatory 	<ul style="list-style-type: none"> 100% permanent employees are eligible because its mandatory 	
	Retirement Age	<ul style="list-style-type: none"> 60 Years 	<ul style="list-style-type: none"> 60 years 	
	Contribution Rates	<ul style="list-style-type: none"> Typical contribution is 12% of the basic salary by both employee & the employer 	<ul style="list-style-type: none"> Typical contribution is 12% of the basic salary. 	

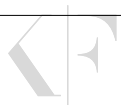


Competitiveness with General Industry

Similar to the General Industry, the social sector provides retirement benefits as per law.

	Below GI trends
	At Par with GI trends
	Above GI trends

Retirement Benefit		General Industry Market	Social Sector	Market Positioning
Gratuity	Eligibility	<ul style="list-style-type: none"> 100% permanent employees are eligible because its mandatory 	<ul style="list-style-type: none"> 100% permanent employees are eligible because its mandatory 	
	Contribution Rates	<ul style="list-style-type: none"> Typical contribution is 4.81% of the basic salary and vesting period is 5 years (for 83% of the organisations) 	<ul style="list-style-type: none"> Typical contribution is 4.81% of Basic salary on completion of 5 years is towards gratuity. 	
	Fund Management	<ul style="list-style-type: none"> 98% of the organisations manage the Gratuity Fund by an external insurance organisation. 	<ul style="list-style-type: none"> 73% of the organisations manage the Gratuity Fund by an internal provision 27% of the organisations manage the gratuity fund by an external insurance organisation. 	





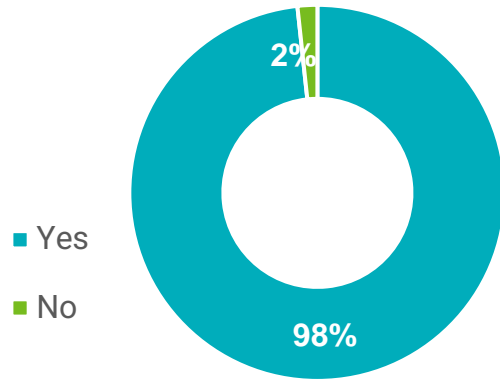
Leave Policy(Full Time Personnel)

- **Leave year** – Most companies define calendar year i.e., Jan – Dec as leave year
- **Paid Leave** - Any kind of time that is taken-off from work with pay
- **Unpaid Leave** – Any kind of time that is taken-off from work for holiday, illness, or any another special reason during the leave year and one is not paid for those days
- **Leave Carry Forward** - These are the paid leaves an employee can carry forward to succeeding year
- **Leave Encashment** - It refers to an amount of money received in exchange for leaves not availed by an employee during the leave year.
- **Earned Leave** - Leaves earned by employee for providing more than 240 days of service to the organisation in a given calendar year
- Annual Leave or earned leave can be used interchangeably.
- **Sick Leave** Sick leave is used for any short-term medical emergency.
- **Hospitalisation Leave** - Hospitalisation Leave is used when the recovery time is more than 2 days, and the employee requires bed rest or is hospitalised.
- **Maternity Leave** – Maternity leave is a period during which a woman takes a break from work before and after the birth of a child
- **Casual Leave** – Leaves that are taken by chance or without any plan.
- **Emergency Leave** - Emergency leave is when an employee needs to take time off suddenly and unexpectedly.
- **Paternity Leave** - When a male personnel takes off to take care of his new-born child

Leave Policy- Full Time Personnel

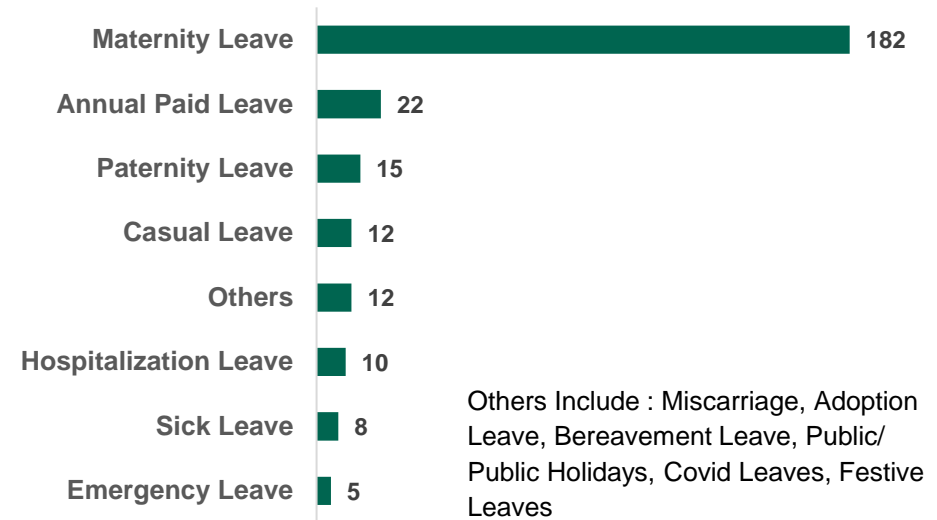
Paid Leaves

Q1. Do organisations have a formal leave policy? (N=59)



- 98% of the social purpose organisations have a formal leave policy
- Out of the 59 organisations, **All NGO & SEs (48)** organisations, **Ecosystem Support organisations (6 out of 7)** and **Funding organisations (4)** have a formal leave policy.
- At an archetype level, 4 out of 5 ESO Complex organisations have a formal leave policy.

Q2. How many days of paid leave are offered to personnel? (N=38)



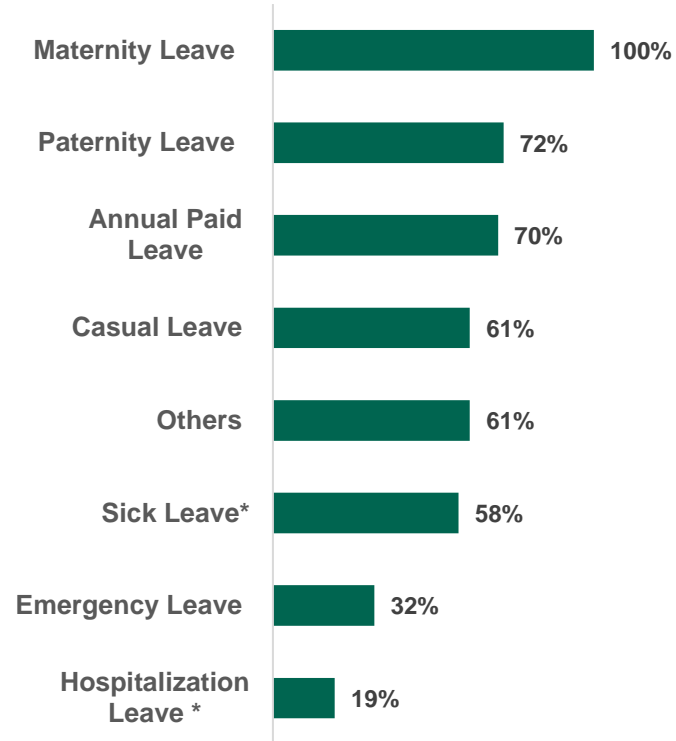
- The **median values for the number of days** for each of the leaves are shared in the graph above.



Leave Policy- Full Time Personnel

Paid Leaves

Q3. What are the typical types of paid leaves personnel can avail? (N=57)



Others Include : Miscarriage, Adoption Leave, Bereavement Leave, Public/ Public Holidays

Prevalence by Category (Yes% only)			
Types of Leave	NGOs & SEs (N=47)	Ecosystem Support Organisations (N=6)	Funding Organisations (N=4)
Maternity Leave	100%	100%	100%
Paternity Leave	70%	83%	75%
Annual Paid Leave	64%	100%	100%
Casual Leave	62%	67%	50%
Others	64%	33%	75%
Sick Leave	60%	50%	50%
Emergency Leave	32%	33%	25%
Hospitalisation Leave	21%	17%	0%

- The 3 most prevalent type of leaves in the social sector are **Maternity leave (100%)**, which is a mandatory leave, **paternity leave (72%)** and **Annual Paid leaves(70%)**.
- The least prevalent leave across social sector is the hospitalisation leave(19%)



Leave Policy- Full Time Personnel

Paid Leaves

Q3. What are the typical types of paid leaves personnel can avail? (N=57)

- The 3 most prevalent type of leaves across all archetypes are **Maternity leave, which** is a mandatory leave, **paternity leave** and **Annual Paid leaves**.
- The least prevalent leave across all archetypes is the hospitalisation leave

Prevalence by Archetype (Yes% only)				
Types of Leave	NGO Complex Adhoc	NGO Complex Professionally Managed	NGO Simple Adhoc	NGO Simple Professionally Managed
No. of Respondents	N=23	N=13	N=7	N=4
Maternity Leave	87%	92%	86%	75%
Paternity Leave	65%	85%	71%	50%
Annual Paid Leave	57%	69%	71%	75%
Casual Leave	57%	62%	86%	50%
Others*	57%	77%	57%	75%
Sick Leave	48%	77%	71%	50%
Emergency Leave	30%	23%	57%	25%
Hospitalisation Leave	22%	15%	29%	25%

*Others Include : Miscarriage, Adoption Leave, Bereavement Leave, Public/ Public Holidays



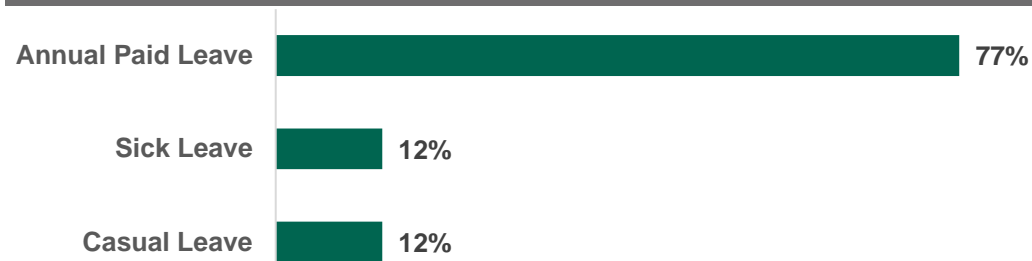
Note : Due to insufficient data points, we have not reported data for archetypes across Ecosystem Support Organisations and Funding organisations.

Leave Policy- Full Time Personnel

Paid Leaves

- **9% of the organisations** have variation in the number of leaves provided based on the years of experience in the organisation or internal grades (**N=56**) **For example** : Based on the working days by personnel the leaves are prorated; Number of casual leaves during probation period is less as compared to the confirmed employees.
- **74% of the** organisations have a provision for carry forward of leaves in social sector (N=59). Further, **17%**(N=7) are ecosystem support organisations and **42%** (N = 48) are NGOs and SEs organisations that have a provision for carry forward of leaves.
- **12 days** is the median value for **Annual Paid Leaves** that can be carried forward (**N = 29**).

Q4. What are the types of leave days that can be carried forward.(N=43)



*While majority of the organisations allow to carry forward only annual paid leaves to the subsequent year, there are **5 (12%) organisations** that also allow carrying forward of **sick and casual leaves**.*

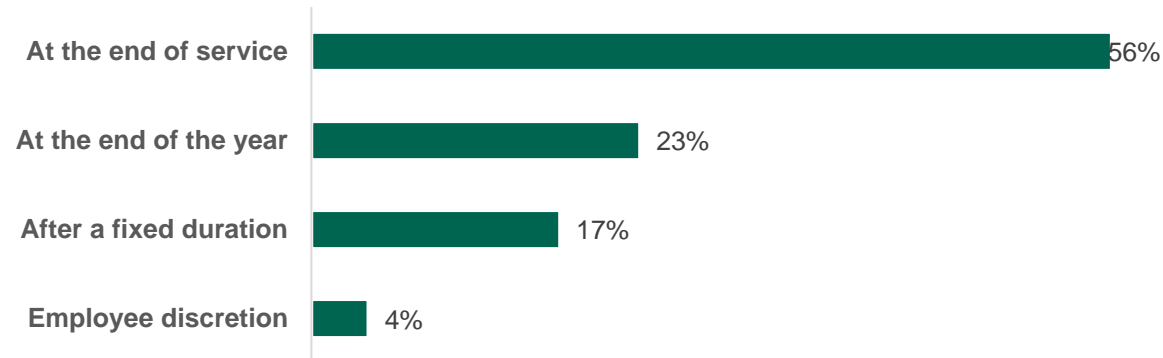


Leave Policy – Full Time Personnel

Paid Leaves

- **40%** (N=58) of **the** organisations have a provision for encashment of annual leaves. Further, **67%** (N =6) are ecosystem support organisations and **73%** (N=48) are NGOs and SEs organisations that have the same provision.
- **30 days** is the median value of maximum number of leaves that can be encashed (**N=20**)

Q5. What is the time of encashment of leaves? (N=23)

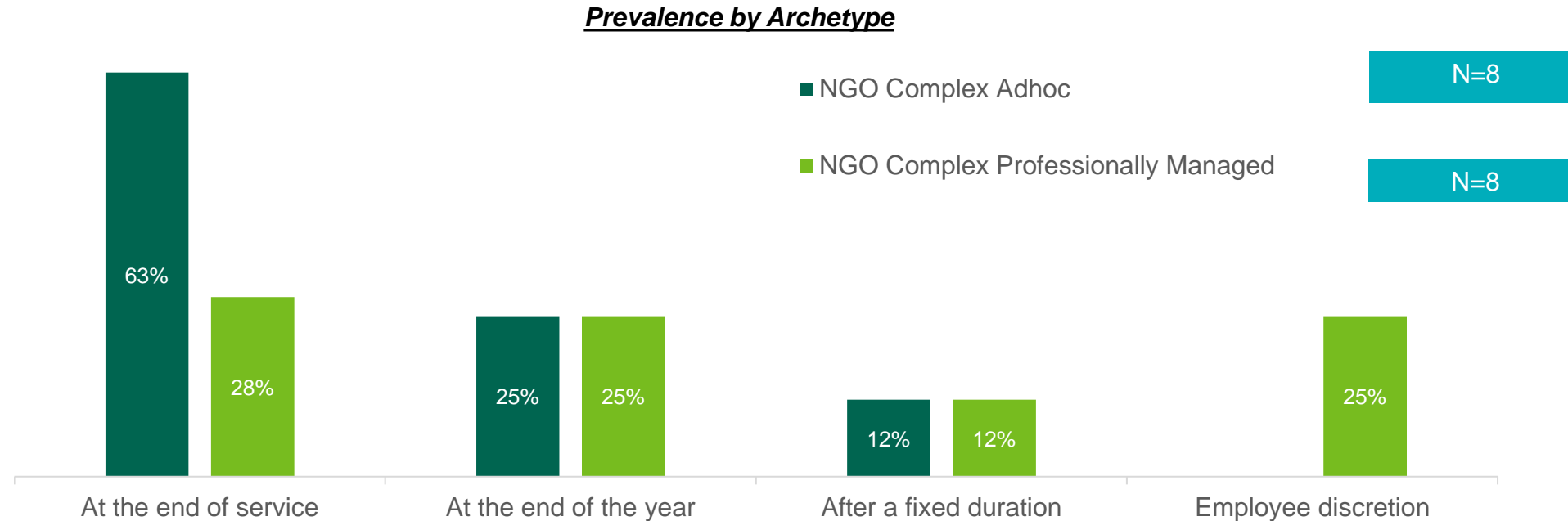


- **56%** of the organisations in social sector provide encashment at the end of service, while **23%** of the organisations provide it at the end of the year.
- Out of **23** organisations that have responded for the above question, **20** are **NGOs and SEs organisations**. Hence the findings are dominated by them.

Leave Policy – Full Time Personnel

Paid Leaves

Q5. What is the time of encashment of leaves? (N=23)



- For both the archetypes, **at the end of service** emerges as the most prevalent time of encashment of leaves, followed by the **at the end of the year** and **after a fixed duration**.
- **NGO Complex Adhoc organisations** do not have provide encashment of leaves based on employee discretion.

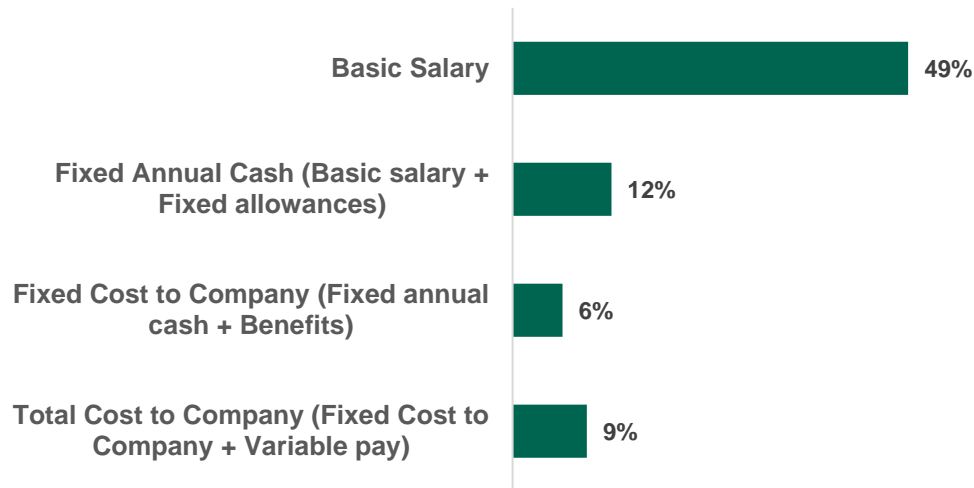


Note : Due to insufficient data points, we have not reported data across all archetypes and categories, Hence the N values will not sum up to 23.

Leave Policy – Full Time Personnel

Paid Leaves

Q6. On what component is the encashment provided? (N=33)



Prevalence by Archetype (Yes% only)			
Components	NGO Simple Adhoc (N=7)	NGO Complex Adhoc (N=14)	NGO Complex Professionally Managed (N=8)
Basic Salary	29%	43%	75%
Fixed annual Cash	-	21%	-
Fixed Cost to Company	-	7%	-
Total Cost to Company	29%	7%	-

- **49%** of the organisations in social sector provide encashment on Basic salary, while **12%** of the organisations provide it on Fixed Annual Cash.
- Out of 33 organisations that have responded for the above question, **30** are **NGOs and SEs organisations**. Hence the findings are dominated by them.
- At an archetype level also, the most prevalent component of pay on which encashment is based is Basic salary, with **21% NGO Complex Adhoc** organisations providing encashment on Fixed Annual Cash.

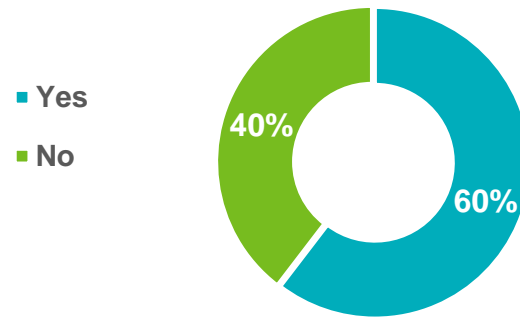


Note : Due to insufficient data points, we have not reported data across all archetypes.

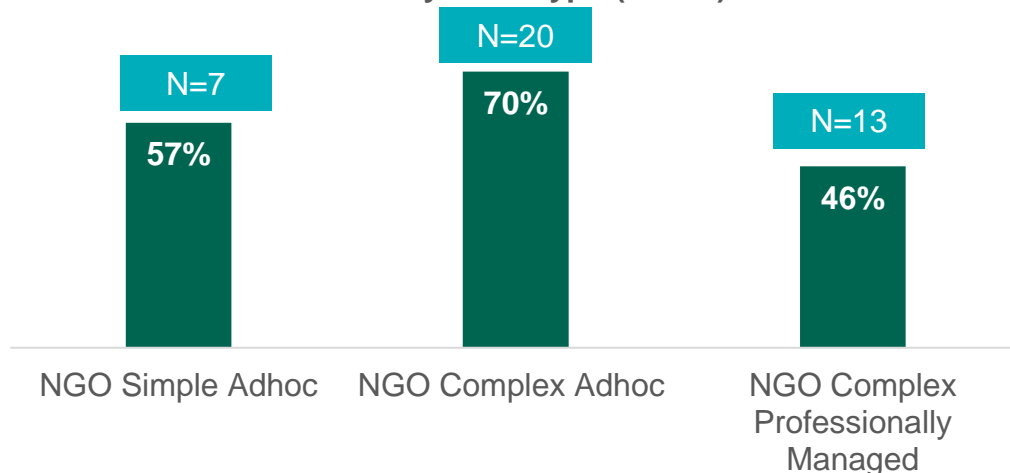
Leave Policy : Full -Time Personnel

Paid Leaves

Q9. In case of miscarriage, if the female personnel have already availed 6 weeks leave prior to the delivery then is there any compensatory / compassionate leave provided?(N=53)



Prevalence by Archetype (Yes %)

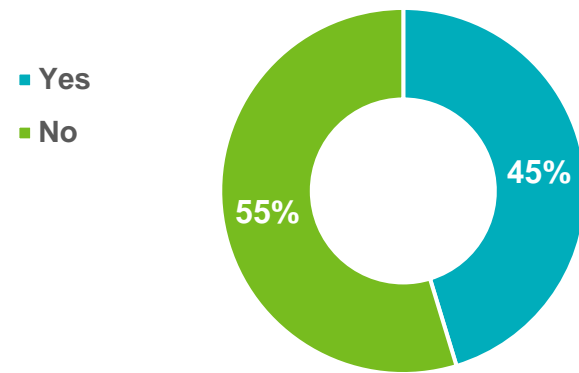


- **30 Days** is the median value for leaves provided in case of miscarriage (N=19)
- Out of a total of 182 days leave for maternity, **41 days** is the median value for leaves provided **pre-delivery** (N=26) and **141 Days** is the median value for leaves provided **post-delivery** (N=28)
- Some organisations do not have a **daycare facility** in-house but offer reimbursement (up to a certain sum) for an external daycare as and when required.
- Overall, in social sector, **60%** of the organisations have a provision of compensatory/compassionate leave.
- At a **category level**, **60%** (N=43) are NGOs and SEs, **82%** (N=6) are Ecosystem Support Organisations and **25%** (N=4) are Funding Organisations that provide the same benefit.
- At an **archetype level**, **70%** (N=20) of the NGO Complex Adhoc organisations display the highest proportion of organisations providing the same benefit.

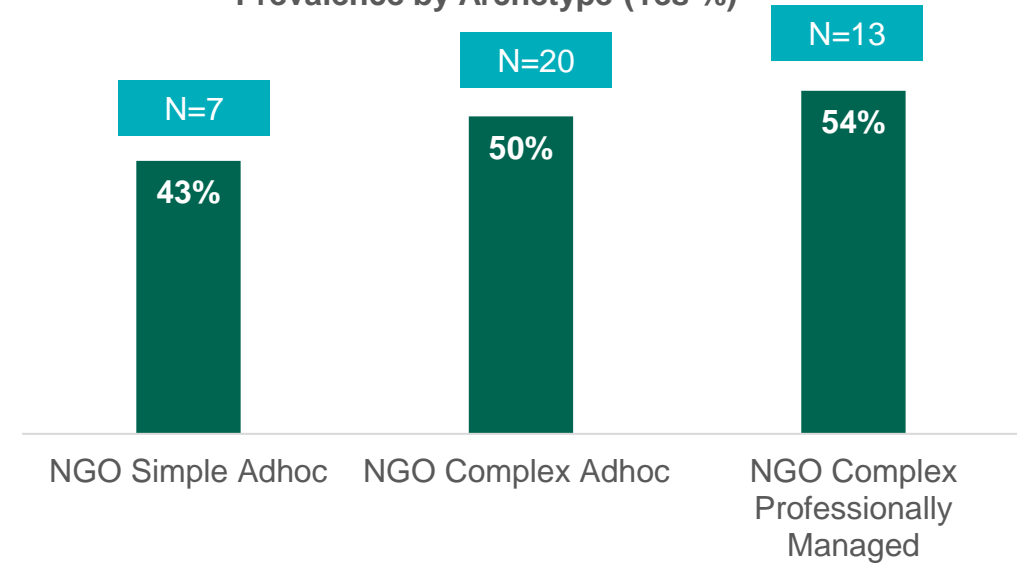
Leave Policy : Full -Time Personnel

Paid Leaves

Q10. Is the maternity benefit limited to a limited number of child births?
(N=53)



Prevalence by Archetype (Yes %)

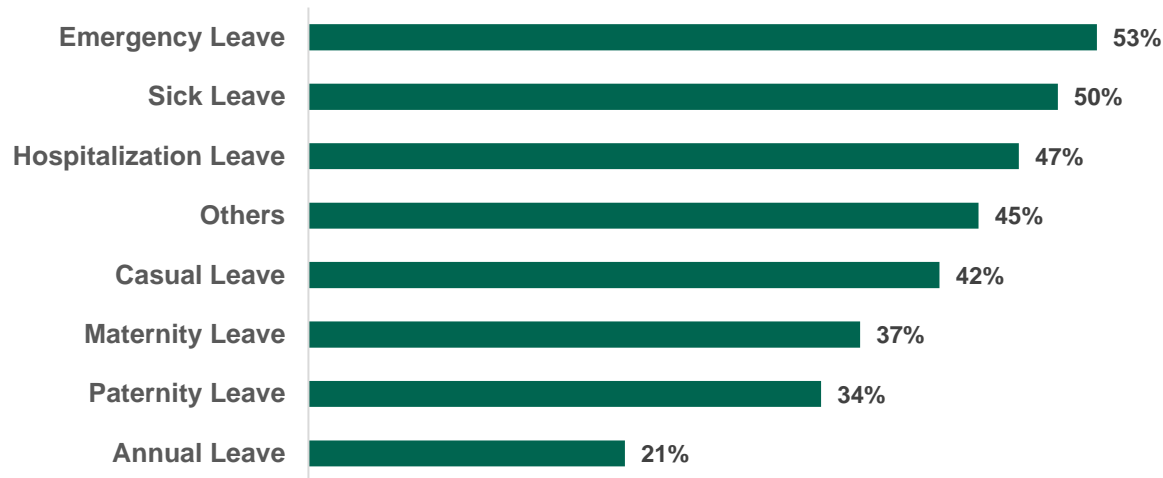


- Overall, in social sector, **45%** of the organisations have maternity benefit limited to a limited number of child births.
- At a **category level**, **51%** (N=43) of NGOs and SEs, **17%** (N=6) of Ecosystem Support Organisations and **25%** (N=4) of Funding Organisations provide maternity benefit to a limited to a limited number of child births
- At an **archetype level**, **54%** (N=13) of the NGO Complex Professionally Managed organisations display the highest proportion of organisations providing the same benefit.

Leave Policy – Full Time Personnel

Unpaid Leaves

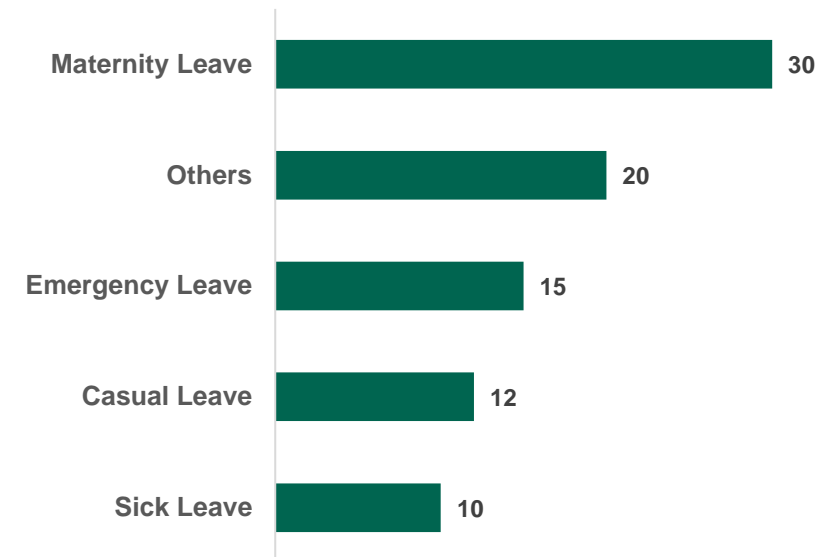
Q7. What are the typical types of unpaid leaves personnel can avail? (N=38)



Others Include : sabbatical leave, extended maternity sabbatical, study leave

- The 3 most prevalent type of unpaid leaves are Emergency Leave (**53%**), Sick Leave (**50%**) and Hospitalisation Leave(**47%**).
- Out of 38 organisations that have responded for the above question, **33** are **NGOs and SEs organisations**. Hence the findings are dominated by them.

Q8. How many days of unpaid leaves are offered to personnel? (N=6)









- The above graph shows the median value of the number of days of different types of unpaid leaves.
- Under Maternity leave (**30 days**) and emergency leave(**15 days**) maximum number of unpaid leaves are provided.



Competitiveness with General Industry

There is a competitive alignment of the leave policy with the General Industry

	Below GI trends
	At Par with GI trends
	Above GI trends

Leave Benefit	Types of Paid Leaves	General Industry Market	Social Sector	Market Positioning
Leave Policy (Full Time Personnel)	Annual Leaves	<ul style="list-style-type: none"> 21 days is the median value for annual leaves. 88% organisations allow employees to carry forward their unused annual leave. Carry forward of annual leave is limited to 12 leaves on average 19% organisations allow encashment of unused leave out of which majority organisations limit it to the maximum no. of days. Majority (90%) of the organisations use basic salary in the encashment of unused annual leave 	<ul style="list-style-type: none"> 22 days is the median value for annual leaves. 77% organisations allow employees to carry forward their unused annual leave. Carry forward of annual leave is limited to 12 leaves (median value) 40% organisations allow encashment of unused leave with 30 days as the median value for the number of days that can be encashed. Majority (49%) of the organisations use basic salary in the encashment of unused annual leave. Remaining have opted for Guaranteed Cash (includes Basic + Allowances) and some opt for Fixed Remuneration and Total Remuneration.(See Slide 26) 	
	Sick Leave	<ul style="list-style-type: none"> Median number of Leaves – 8 Days 	<ul style="list-style-type: none"> Median number of Leaves -8 Days 	
	Casual Leave	<ul style="list-style-type: none"> Median number of Leaves – 7 Days 	<ul style="list-style-type: none"> Median number of Leaves -12 Days 	
	Maternity Leave	<ul style="list-style-type: none"> Median number of Leaves -182 Days 	<ul style="list-style-type: none"> Median number of Leaves – 182 Days 	
	Paternity Leave	<ul style="list-style-type: none"> Median number of Leaves – 5 Days 	<ul style="list-style-type: none"> Median number of Leaves – 15 Days 	
	Bereavement Leave	<ul style="list-style-type: none"> Median number of Leaves – 3 Days 	<ul style="list-style-type: none"> Median number of Leaves – 5 Days 	

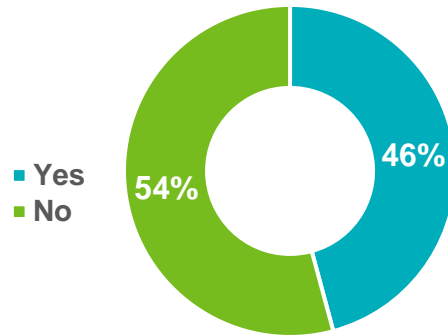
A woman with long brown hair, wearing a light blue button-down shirt, is leaning over a large, lush green plant on a rooftop garden. She is carefully tending to the foliage. In the background, a city skyline is visible under a bright, slightly cloudy sky. The scene is framed by a white diagonal bar on the left and a dark green diagonal bar on the right.

Leave Policy (Contractual Personnel)

Contractual Employees : *A contract personnel works for an organisation but usually signs a “contractual employee contract” that spells out a specific project he/ she will work on, for a specific length of time and for a specific hourly, weekly or project rate*

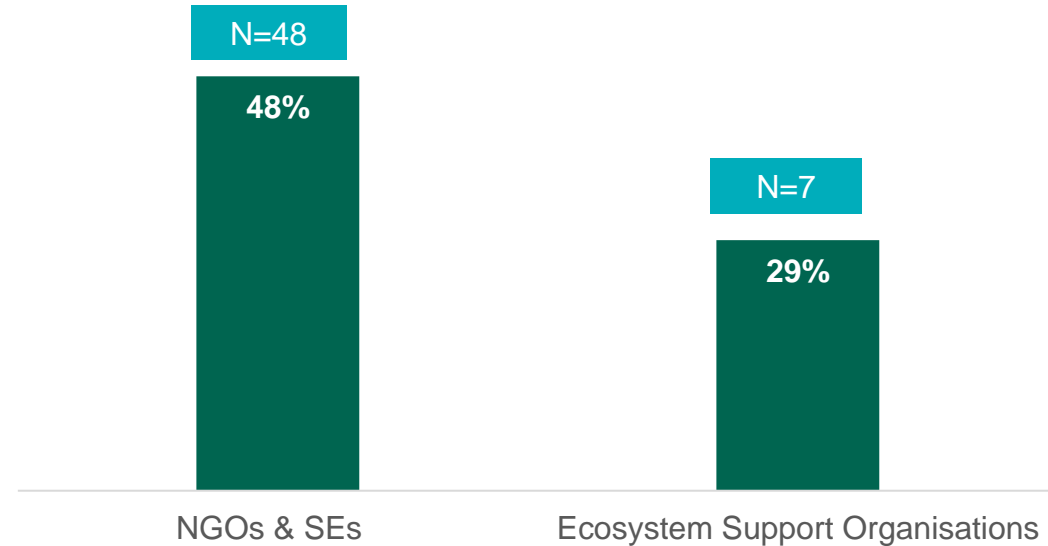
Leave Policy – Contractual Personnel

Q1. Do organisations have a formal leave policy for part-time/contractual workforce?*(N=59)



Number of Respondents		Prevalence (Yes only)	
Archetypes	Q1	Yes (%)	(N)
NGO Complex Adhoc	23	43%	13
NGO Complex Professionally Managed	14	43%	6
NGO Simple Adhoc	7	57%	4
NGO Simple Professionally Managed	4	75%	3
Grand Total	48		

Prevalence by Category (Yes %)



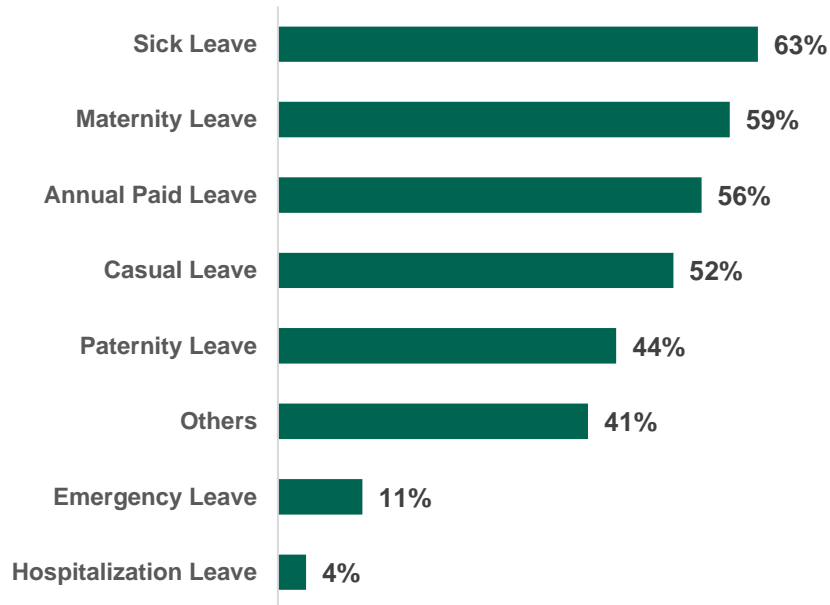
- Overall, in social sector, **46%** of the organisations have a formal leave policy for part time/ contractual workforce.
- At a **category level**, **48%** (N=48) are NGOs and SEs, **29%** (N=7) are Ecosystem Support Organisations that have the same policy.
- At an **archetype level**, the maximum number of organisations are tagged under NGO Complex Adhoc and **43%** of them (N=23) have a formal leave policy for part time/ contractual workforce.



Note : Due to insufficient data points, we have not reported data across all archetypes and categories, Hence the N values will not sum up to 59.

Leave Policy – Contractual Personnel

Q2. What are the typical types of paid leaves personnel can avail? (N=27)



Prevalence by Archetype (Yes% only)			
Types of leaves	NGO Simple Adhoc (N=4)	NGO Complex Adhoc (N=10)	NGO Complex Professionally Managed (N=6)
Sick Leave	75%	50%	83%
Maternity Leave	75%	50%	83%
Annual Paid Leave	50%	40%	67%
Casual Leave	75%	50%	33%
Paternity Leave	50%	30%	67%
Others	50%	60%	33%
Emergency Leave	25%	20%	0%
Hospitalisation Leave	0%	10%	0%

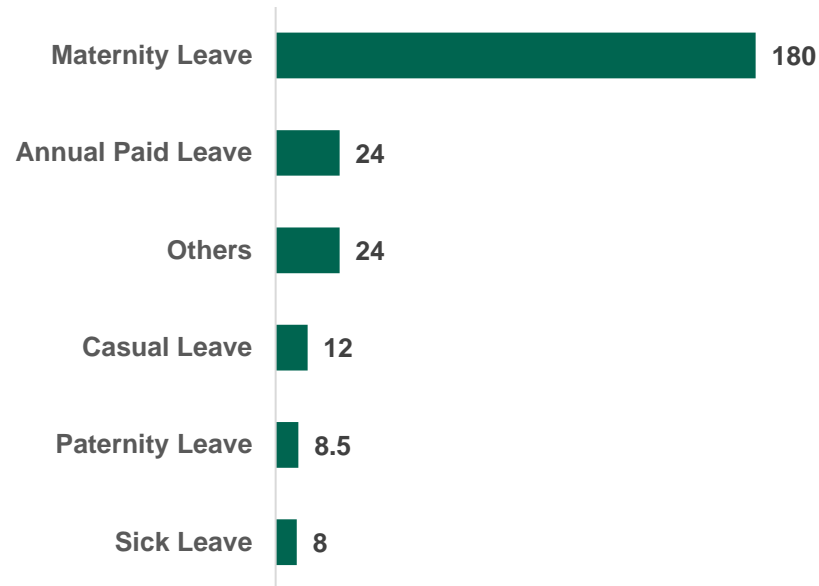
- Overall, in social sector, for contractual employees, the 3 most prevalent paid leaves are Sick Leave (**63%**), Maternity Leave(**59%**) and Annual Paid Leave (**56%**). Out of 27 organisations that have responded, 23 are from NGO & SEs category.
- Similar prevalence has been observed across archetypes as well. The least prevalence type of paid leave is Hospitalisation leave (**4%**).



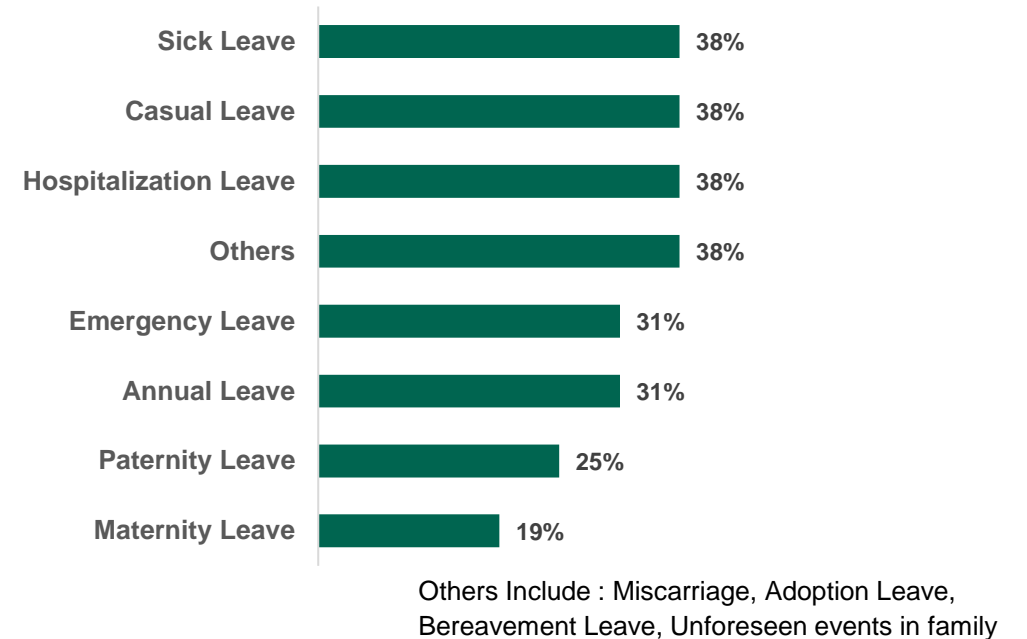
Note : Due to insufficient data points, we have not reported data across all archetypes and categories, Hence the N values will not sum up to 27.

Leave Policy – Contractual Personnel

Q3. How many days of each leave are offered to personnel? (number of days) Paid Leave (N=12)



Q4. What are the typical types of unpaid leaves personnel can avail? (N=16)






- The graph above represents the median value of the number of days for each of the leaves. The maximum number of leaves are present under **Annual Paid Leaves followed by casual leaves.**






- The 3 most prevalent type of unpaid leaves are **Sick Leave(38%) Casual Leave(38%) and Hospitalisation Leave (38%)**

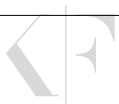


Competitiveness with General Industry

Similar to full-time personnel, the Social sector is well positioned for contractual personnel as well

	Below GI trends
	At Par with GI trends
	Above GI trends

Leave Benefit	Paid Leaves	General Industry Market	Social Sector	Market Positioning
Leave Policy (Contractual Personnel)	Annual Leave	• Median number of Leaves -24 Days	• Median number of Leaves -24 Days	
	Sick Leave	• No leaves	• Median number of Leaves -8 Days	
	Casual Leave	• No leaves	• Median number of Leaves -12 Days	
	Maternity Leave	• No leaves	• Median number of Leaves – 180 Days	
	Paternity Leave	• No leaves	• Median number of Leaves – 8.5 Days	



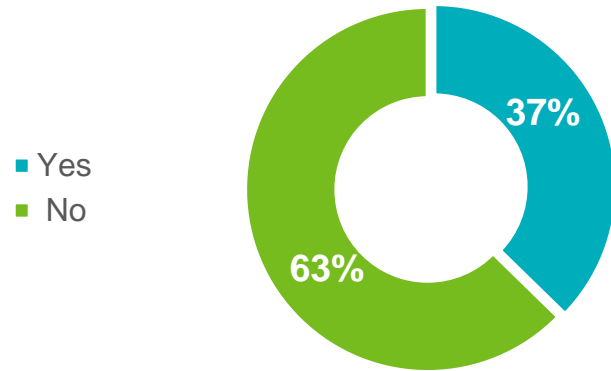
A woman with dark, curly hair, wearing a white lab coat over a patterned shirt, stands in a pharmacy with her arms crossed. She is smiling slightly. The background shows shelves stocked with various medications. A large green graphic element is on the right side of the image, and a yellow graphic element is on the bottom left.

Healthcare Benefit

It covers medical check-up/health screening, employee assistance programs (EAP) and other wellness initiatives or programs focused on improving the health of employees, also known as well-being and health management programs

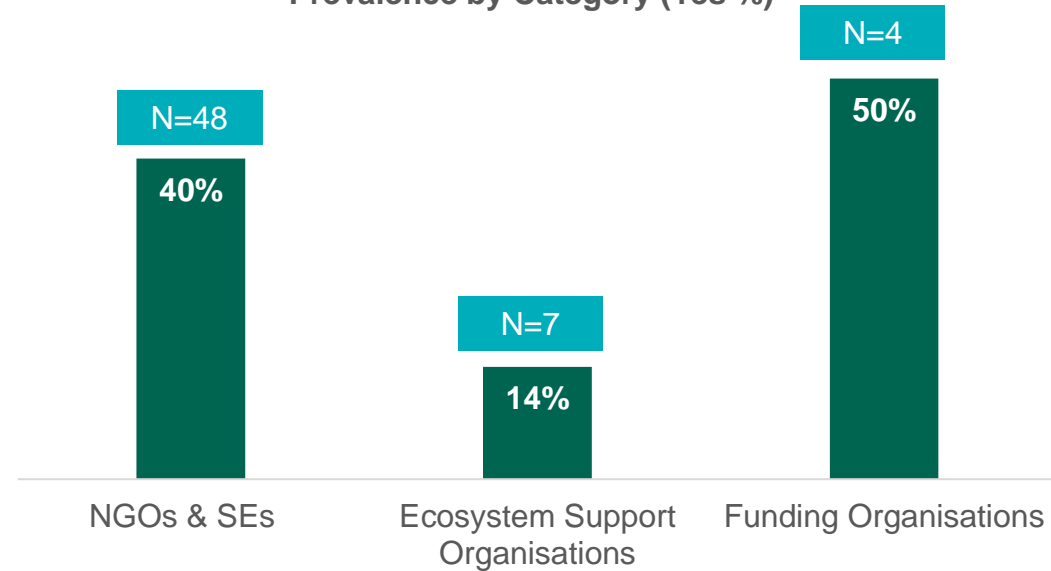
Healthcare Benefit

Q1. Do organisations provide health care benefits to full - time personnel in the organisation? (N=59)



Number of Respondents		Prevalence (Yes only)	
Archetypes	Q1	Yes (%)	(N)
NGO Complex Adhoc	23	35%	8
NGO Complex Professionally Managed	14	43%	6
NGO Simple Adhoc	7	43%	3
NGO Simple Professionally Managed	4.	50%	2
Grand Total	48		

Prevalence by Category (Yes %)



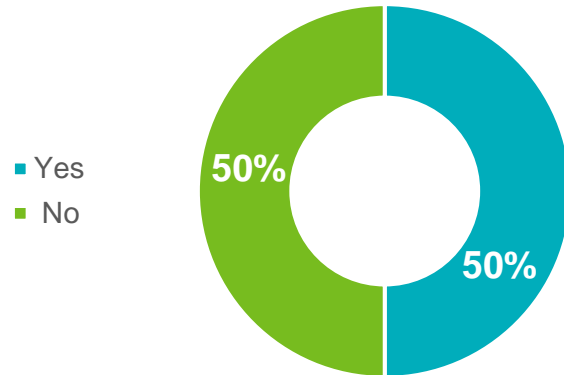
- Overall, in social sector, **37%** of the organisations provide healthcare benefit to full time personnel.
- At a **category level**, **40%** (N=48) are NGOs and SEs, **14%** (N=7) are Ecosystem Support Organisations and **50%** (N=4) are Funding Organisations that provide the same benefit.
- At an **archetype level**, the maximum number of organisations are tagged under NGO Complex Adhoc and **35%** of them (N=23) provide healthcare benefit to full- time personnel.



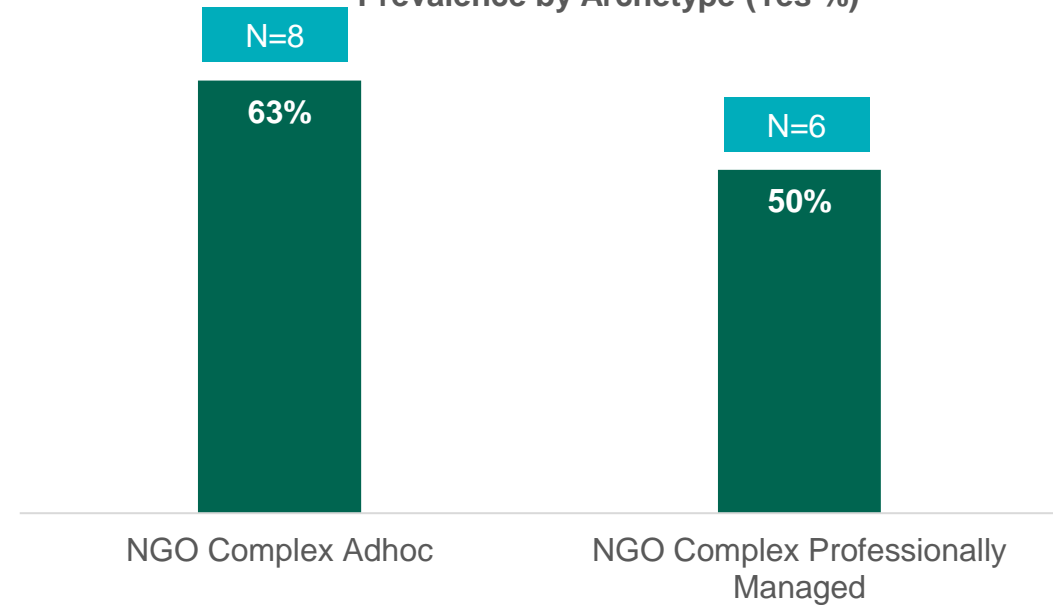
Note : Due to insufficient data points, we have not reported data across all archetypes. Hence the N values will not sum up to 59.

Healthcare Benefit

Q2. Do organisations cover contractual / part time personnel under this benefit? (N=22)



Prevalence by Archetype (Yes %)



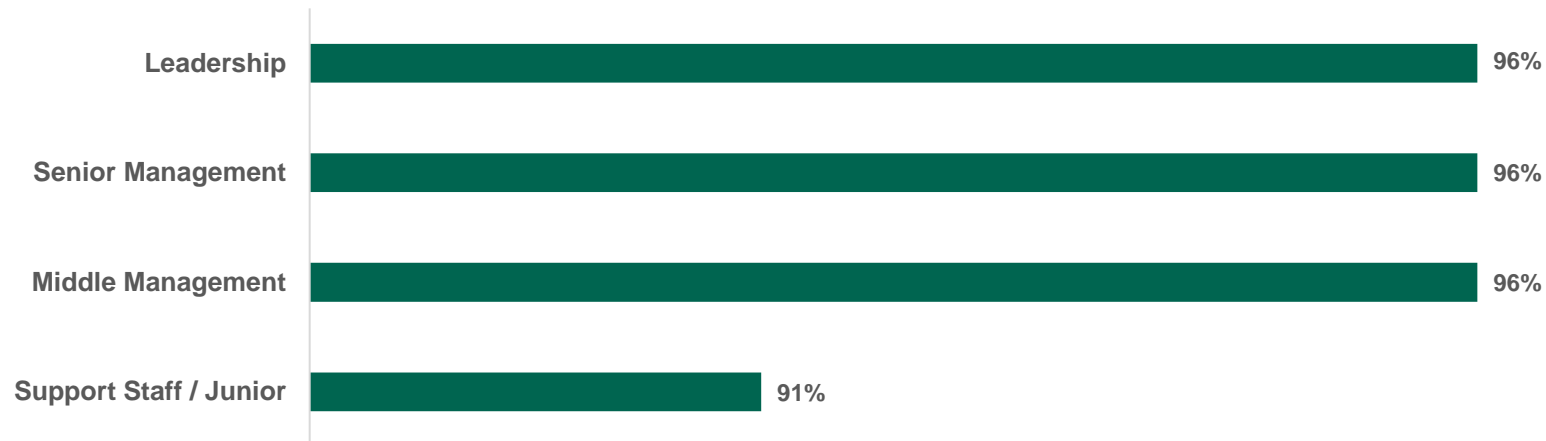
- Overall, in social sector, **50%** of the organisations cover contractual/part-time personnel under healthcare benefit
- Out of 22 organisations that have responded, **19 are from NGOs & SEs category.**
- At an **archetype level**, **63%** (N=8) of the NGO Complex organisations and **50%** (N=6) of the NGO Complex Professionally Managed organisations cover contractual/part-time personnel under healthcare benefit.



Note : Due to insufficient data points, we have not reported data across all archetypes. Hence the N values will not sum up to 22.

Healthcare Benefit

Q3. Which employee groups do organisations typically offer health care benefits to? (N=22)

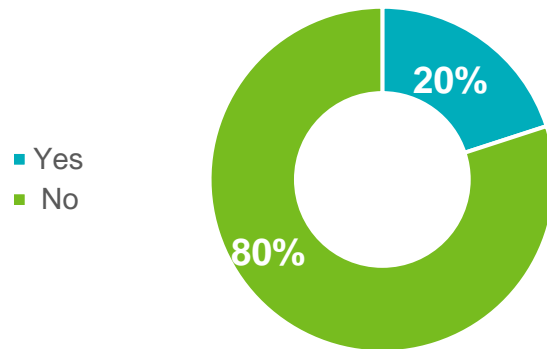


- Overall, in social sector, healthcare benefits are provided by majority of the organisations across all employee groups. **However, few organisations are not providing at Support/Junior Staff Level.**
- Out of 22 organisations that have responded, **19 are from NGOs & SEs category.**
- At an **archetype level**, **All (N=8)** NGO Complex Adhoc provide healthcare benefit at all levels , **17% (N=6)** of the NGO Complex Professionally Managed organisations do not provide at Support/ Junior Staff.

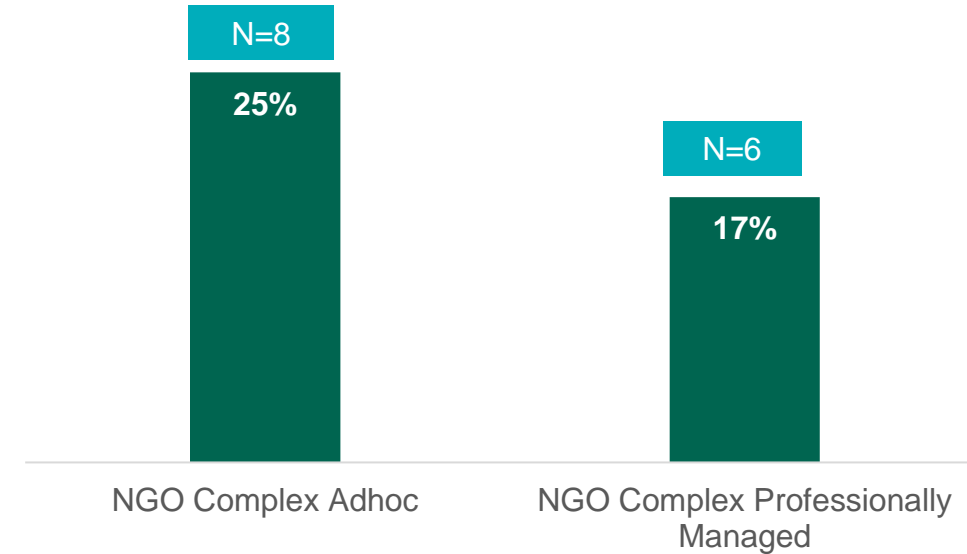


Healthcare Benefit

Q4. Does Healthcare benefit vary based on the Age criteria? (N=20)



Prevalence by Archetype (Yes %)



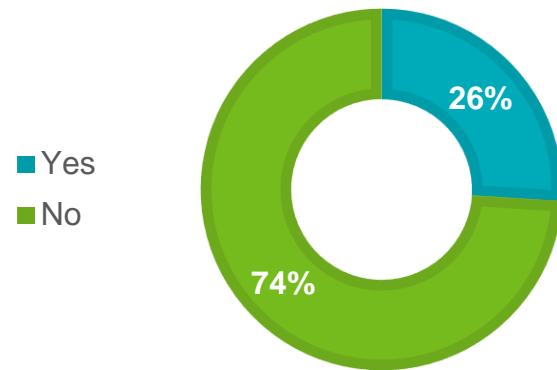
- Overall, in social sector, for only **20%** of the organisations healthcare benefit can vary based on the age criteria.
- Out of 20 organisations that have responded, **18 are from NGOs & SEs category.**
- At an **archetype level**, **25% (N=8)** of NGO Complex Adhoc and **17% (N=6)** of the NGO Complex Professionally Managed organisations maintain variation in healthcare benefit based on age criteria.



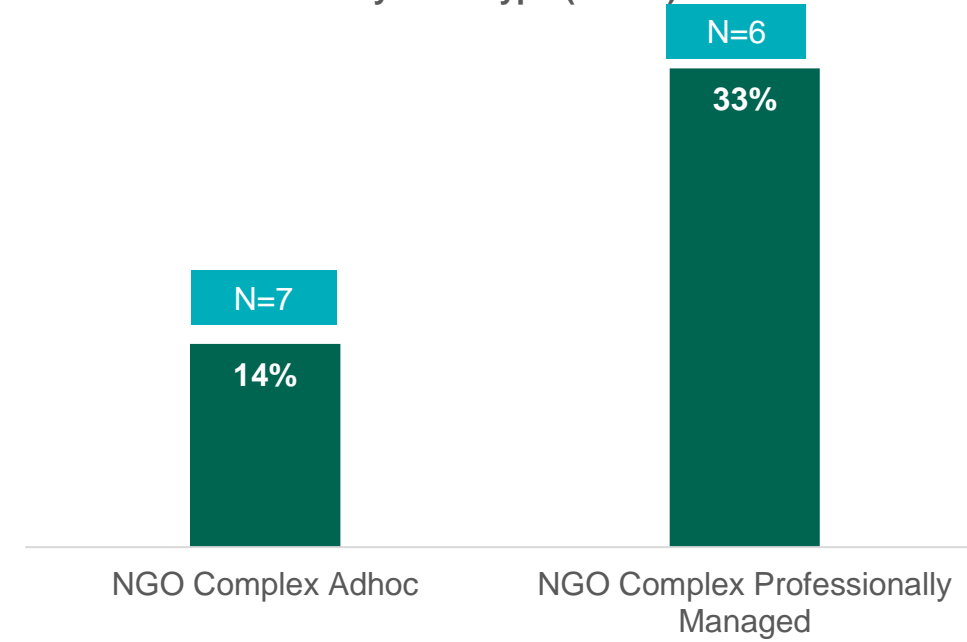
Note : Due to insufficient data points, we have not reported data across all archetypes.

Healthcare Benefit

Q5. Do organisations cover dependents under health checkup policy? (N=19)



Prevalence by Archetype (Yes %)



- Overall, in social sector, **26% of the** organisations cover dependents under health checkup policy.(N=19) **Employer covers full cost for personnel and 3/4th cost for dependents.** Out of the 19 organisations that have responded, 17 are NGOs & SEs organisations.
- At an **archetype level**, **14% (N=7)** of NGO Complex Adhoc and **33% (N=6)** of the NGO Complex Professionally Managed organisations that cover dependents under health checkup policy.

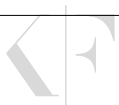


Note : Due to insufficient data points, we have not reported data across all archetypes.

Healthcare Benefit

Other Facts and Figures


- **65% of the** organisations organise wellness initiatives.(N=20)
- Wellness Initiatives includes :
 - Some organisations have Telemedicine centre which support employees and beneficiary on wellness camp and other initiative taken time to time.
 - Few have trainings offered to staff on wellness and mental health.



Competitiveness with General Industry

Similar trends for healthcare benefits are observed in social sector when compared with general industry

	Below GI trends
	At Par with GI trends
	Above GI trends

Benefit	General Industry Market	Social Sector	Market Positioning
Healthcare Benefit	<ul style="list-style-type: none">47% organisations provide healthcare benefits to their personnel94% of organisations provide free health check-ups to employees. 18% of the organisations cover dependents in Medical check-ups/health screenings provided76% of the total organisations offer wellness programs, of which 99% of employees are eligible across employee groups	<ul style="list-style-type: none">37% organisations provide healthcare benefits to their personnel26% of the organisations covers dependents under health checkup policy. 13 (100%) organisations have responded that Employer covers full cost for personnel and 3/4th cost of dependents.65% of the total organisations organise wellness initiatives.	

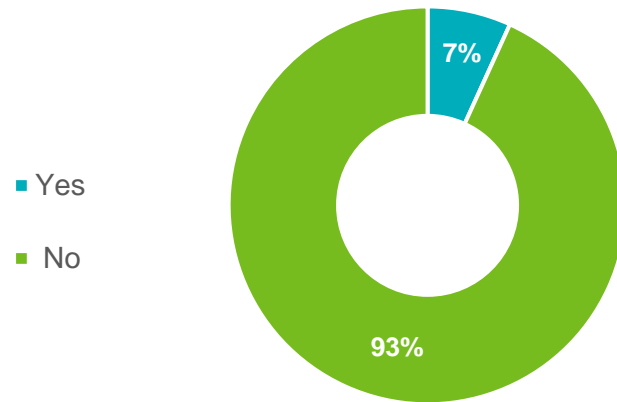


Night Shift

A period of time during the night (such as from 10 p.m. to 8 a.m.) in which a person is scheduled to work

Night Shift

Q1. Do organisations have a provision for night shift allowance for personnel?(N=59)



- Overall, in Social sector (**only 7%**) provide Night Shift allowance.
- **Out of the 4** organisations that provide a night shift allowance, there are **3 organisations** from the **NGO & SEs category**

Competitiveness with General Industry

Social sector follows the same trend as general industry for night shift allowance

Below GI trends

At Par with GI trends

Above GI trends

Benefit	General Industry Market	Social Sector	Market Positioning
Night Shift Allowance	<ul style="list-style-type: none">Only 7% of the organisations have a provision for night shift allowance.	<ul style="list-style-type: none">Only 7% of the organisations have a provision for night shift allowance.	<div></div>





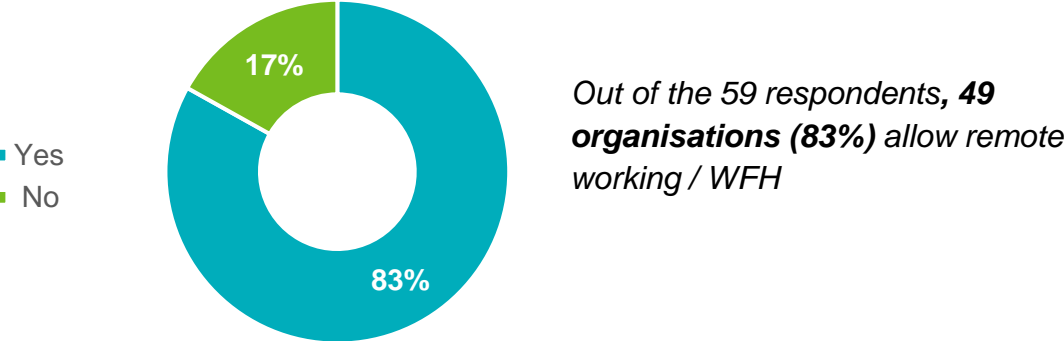
Remote Working

A working style that allows personnel to work outside of a traditional office environment.

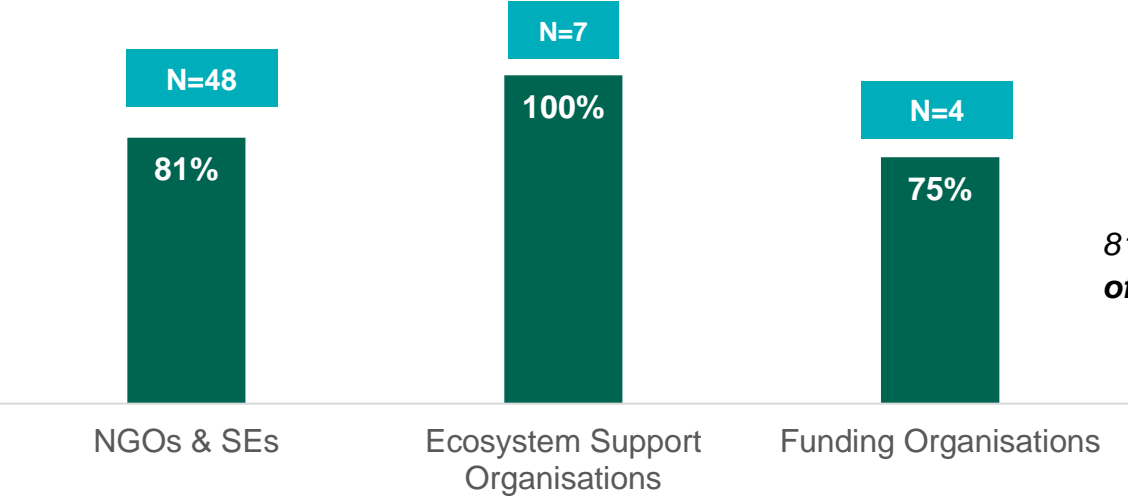
**Due to covid -19, organisations started working from home. Hence the responses for remote working are collected during pandemic.*

Remote Working

Q1. Do organisations allow remote working / Work from home? (N=59)



Prevalence by category



81% of **NGOs and SEs** , 100% of **Ecosystem support** and 75% of **funding** organisations provide work from home option.

Number of Respondents		Prevalence (Yes only)	
Archetypes	Q1	Yes (%)	(N)
NGO Complex Adhoc	23	74%	17
NGO Complex Professionally Managed	14	86%	12
NGO Simple Adhoc	7	86%	6
NGO Simple Professionally Managed	4	100%	4
Grand Total	48		

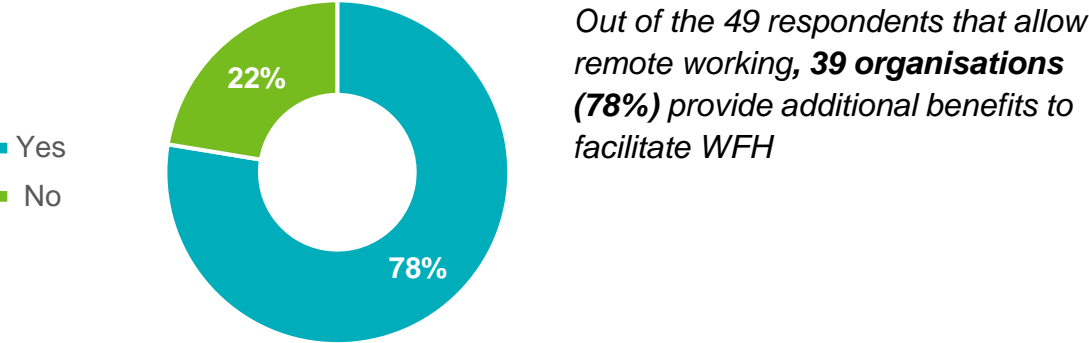
All organisations from **Simple Professionally managed NGOs** allow remote working/WFH for their employees



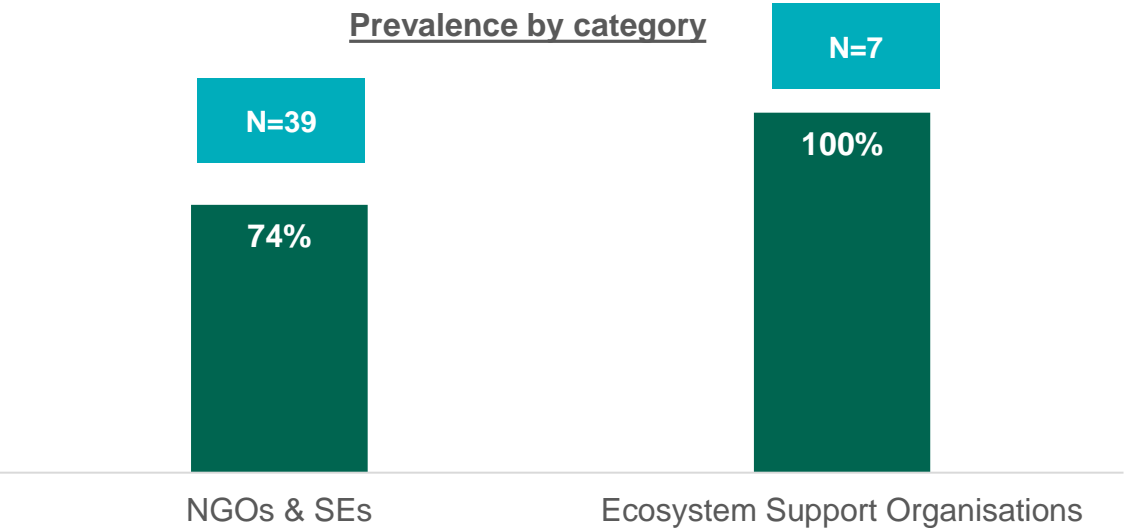
Note : Due to insufficient data points, we have not reported data across all archetypes .Hence the N values will not sum up to 59.

Remote Working

Q2. If yes, do organisations provide benefits to facilitate work from home? (N=49)



Prevalence by category



Number of Respondents		Prevalence (Yes only)	
Archetypes	Q1	Yes (%)	(N)
NGO Complex Adhoc	17	71%	12
NGO Complex Professionally Managed	12	75%	9
NGO Simple Adhoc	6	67%	4
NGO Simple Professionally Managed	4	100%	4
ESO Complex	5	100%	5
Grand Total	44		

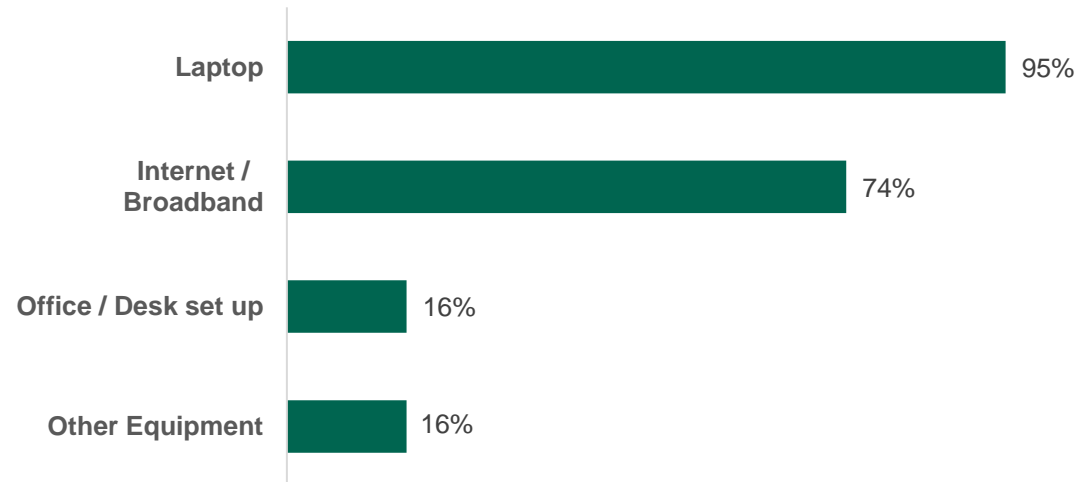
- All **Ecosystem Support organisations** provide benefits to facilitate work from home.
- Out of the organisations that allow remote working, there are only a few NGOs that **do not provide** any additional benefits to facilitate remote working



Note : Due to insufficient data points, we have not reported data across all archetypes and categories, Hence the N values will not sum up to 49.

Remote Working

Q3. Which benefits do organisations provide to facilitate work from home? (N=38)



Other equipment includes headphones, Bluetooth devices, coffee mugs etc.

Prevalence by Category (Yes% only)		
Work from Home Benefits	NGOs & SEs (N=29)	Ecosystem Support Organisations (N=7)
Laptop	93%	100%
Internet/Broadband	76%	71%
Office/Desk Setup	14%	29%
Other Equipment	15%	14%

- **Overall, in social sector, Laptops and Internet/broadband** are amongst the most prevalent benefits provided to employees by organisations that provide support to facilitate remote working.
- All Ecosystem organisations provide benefits to facilitate work from home.

Note : Due to insufficient data points, we have not reported data across all categories, Hence the N values will not sum up to 38.

*Due to multiple responses by organisations, the sum will not add up to 100%

Remote Working

Q3. Which benefits do organisations provide to facilitate work from home? (N=38)

- At an archetype level, **None of the NGO Simple Adhoc** organisations provide Office/ desk set up and any other equipment. All NGO Complex Adhoc organisation are providing laptops.

Prevalence by Archetype (Yes% only)			
Work from Home Benefits	NGO Simple Adhoc (N=4)	NGO Complex Adhoc (N=12)	NGO Complex Professionally Managed (N=9)
Laptop	75%	100%	89%
Internet/Broadband	100%	58%	78%
Office/Desk Setup	0%	0%	44%
*Other Equipment	0%	25%	11%




*Other equipment includes headphones, Bluetooth devices, coffee mugs etc.


Note : Due to insufficient data points, we have not reported data across all archetypes. Hence the N values will not sum up to 38.

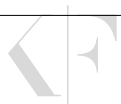
*Due to multiple responses by organisations, the sum will not add up to 100%

Competitiveness with General Industry

Similar to the General Industry, the social sector offers remote working with similar benefits

	Below GI trends
	At Par with GI trends
	Above GI trends

Benefit	General Industry Market	Social Sector	Market Positioning
Remote Working	<ul style="list-style-type: none">95% organisations allow remote working / work from homeWork-from-Home costs covered by the organisation under the established Work-from-Home Policy include Computer/Laptop, Internet connection, Mobile Phone/Fixed Line Phone	<ul style="list-style-type: none">83% of the organisations allow remote working./ work from homeBenefits provided under work from home policy includes Laptop, Internet Broadband Reimbursements, Office Desk Setup ,Bring your own device (BYOD) allowance, earphones/headphones.	



A photograph of a wooden table with a black leather folder, a yellow polka-dot wallet, and an open spiral-bound notebook. A person's hand is visible holding the folder. The background shows other people at the table.

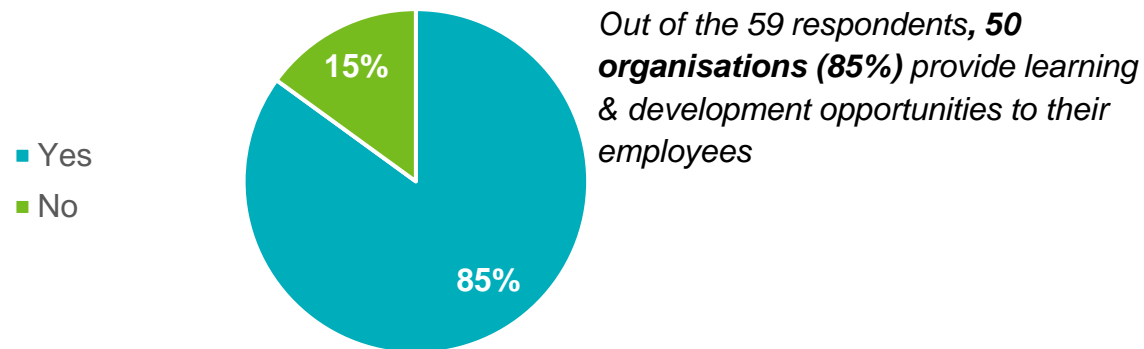
Learning & Development

Education and Professional Development programs ensures dynamic growth of human capital. Organisations typically support employees for Professional Certifications, Advanced Degree etc.

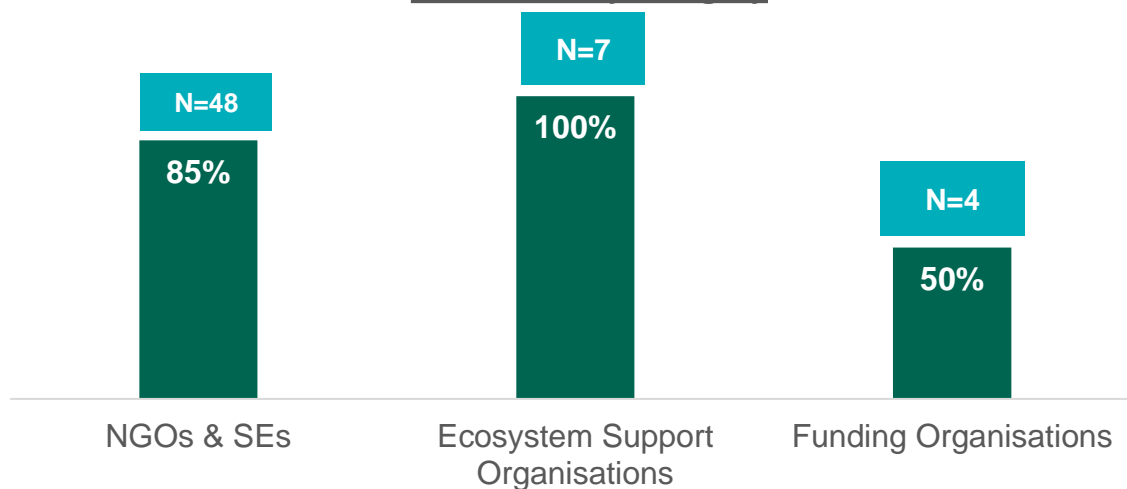
Critical Skills : *Critical skills are referred to the skills required to perform a particular task at work under a particular department.*

Learning & Development

Prevalence of Learning & Development opportunities to personnel (N=59)



Prevalence by category



Number of Respondents		Prevalence (Yes only)	
Archetypes	Q1	Yes (%)	(N)
NGO Complex Adhoc	23	83%	19
NGO Complex Professionally Managed	14	86%	12
NGO Simple Adhoc	7	100%	7
NGO Simple Professionally Managed	4	75%	3
Grand Total	48		

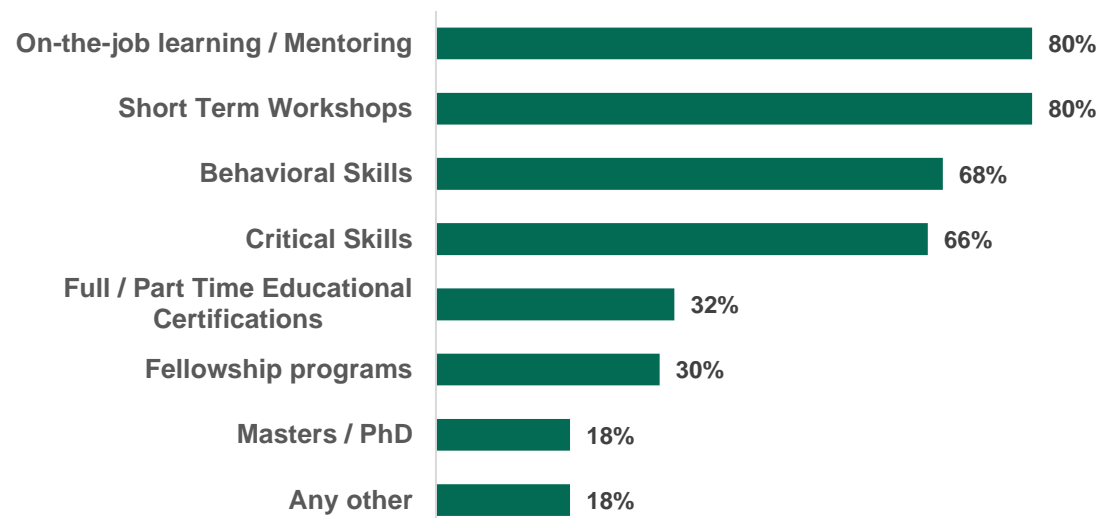
- All **NGO Simple Adhoc** organisations and **Ecosystem Support Organisations** provide learning & development opportunities to their employees.



Note : Due to insufficient data points, we have not reported data across all archetypes , Hence the N values will not sum up to 59.

Learning & Development

Q1. Which of the mentioned programs do organisations provide? (N=50)



*Other Programs include Partnered courses with **Coursera**, **Skill development Courses**, **Overseas Programs**

- Majority of the organisations provide **on the job learning (80%)** and **Short-Term workshops (80%)** as development and learning opportunities to the personnel.



*Due to multiple responses by organisations, the sum will not add up to 100%

Prevalence by Category (Yes% only)		
Programs	NGO & SEs (N=41)	Ecosystem Support Organisations (N=7)
On the Job Learning/Mentorship	80%	86%
Short Term Workshops	85%	57%
Behavioral Skills	66%	71%
Critical Skills	63%	86%
Full/Part Time Educational Certifications	32%	29%
Fellowship Programs	27%	57%
Masters/PhD	20%	14%
Any Other	20%	14%

- The percentage of organisations providing the following programs is nearly equal for both NGOs & SEs and Ecosystems Support Organisations except for **Critical Skills** and **Fellowship programs**, where ESO organisations takes a lead. Similarly for short-term workshops, NGOs & SEs takes a lead.

Learning & Development

Q1. Which of the mentioned programs do organisations provide? (N=50)

Prevalence by Archetype (Yes% only)			
Programs	NGO Simple Adhoc (N=7)	NGO Complex Adhoc (N=19)	NGO Complex Professionally Managed (N=12)
On the Job Learning/Mentorship	86%	84%	67%
Short Term Workshops	86%	79%	92%
Behavioral Skills	57%	68%	58%
Critical Skills	86%	74%	33%
Full/Part Time Educational Certifications	57%	32%	25%
Fellowship Programs	57%	26%	17%
Masters/PhD	14%	21%	25%
Any Other	14%	21%	8%

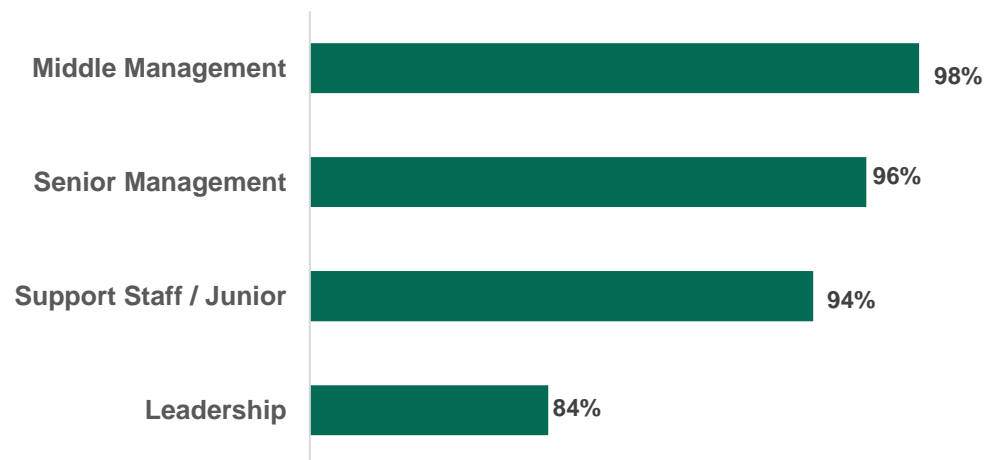
- Under **NGO Simple Adhoc and NGO Complex Adhoc**, majority of organisations are providing on the job training and Short-term workshops.
- NGO Complex Professionally Managed organisations are majorly providing Short term workshops.



*Due to multiple responses by organisations, the sum will not add up to 100%

Learning & Development

Q2. For which employee groups do organisations provide learning and development opportunities? (N=50)



- Majority of the organisations focus their learning & development opportunities on **middle and senior management** employees

Prevalence by Category (Yes% only)		
Programs	NGO & SEs (N=41)	Ecosystem Support Organisations (N=7)
Middle Management	98%	100%
Senior Management	95%	100%
Support/Junior Staff	93%	100%
Leadership	83%	86%

- All ecosystem support organisations provide learning opportunities across all employee groups except few organisations not providing the same at leadership level.



*Due to multiple responses by organisations, the sum will not add up to 100%

Learning & Development

Q2. For which employee groups do organisations provide learning and development opportunities? (N=50)

Prevalence by Archetype (Yes% only)			
Programs	NGO Simple Adhoc (N=7)	NGO Complex Adhoc (N=19)	NGO Complex Professionally Managed (N=12)
Middle Management	100%	95%	100%
Senior Management	100%	89%	100%
Support/Junior Staff	100%	95%	83%
Leadership	86%	84%	92%

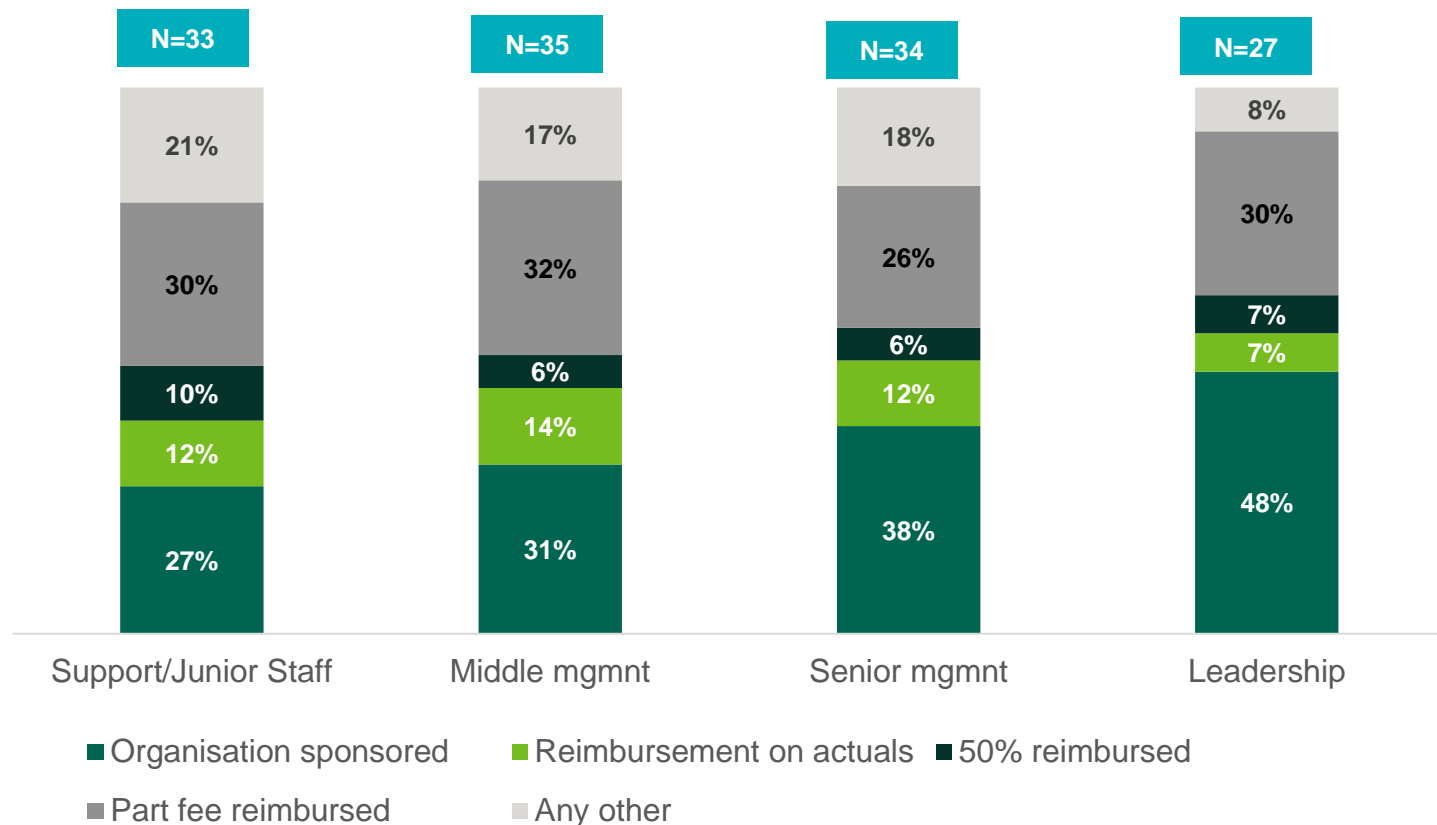
- All NGO Simple Adhoc organisations provide learning opportunities across all employee groups except few organisations not providing the same at leadership level.
- All NGO Complex Professionally Managed organisations provide learning opportunities at Middle and Senior Management Level.



*Due to multiple responses by organisations, the sum will not add up to 100%

Learning & Development

Q3. What is the Reimbursement Model?



- **Organisation sponsored** is the most preferred reimbursement model at senior management and leadership level. At Support/Junior Staff and middle management level, **part fee reimbursement** is the most preferred reimbursement model.

Eligibility Criteria

- Most organisations keep one year within the organisation as minimum eligibility
- Behavioral and short-term technical programs are usually offered to all based on needs. Ph.D. program has its own eligibility and precondition.
- Usually, the Functional head or the Manager would approve the request from the personnel for any program or workshop of training

Programs Offered

- Most organisations sponsor short and medium-term leadership programs. PhD programmes are usually part sponsored (tuition fees) wherein students are paid salary while they carry out work.
- Few organisations sponsor communication and language training.
- Keeping up with the new-age hot skills, certain companies also sponsor coding in Python, Artificial Intelligence, leadership interventions such as project management and performance management, and so on.

**Above insights have been taken from open box comments from participating organisations.*

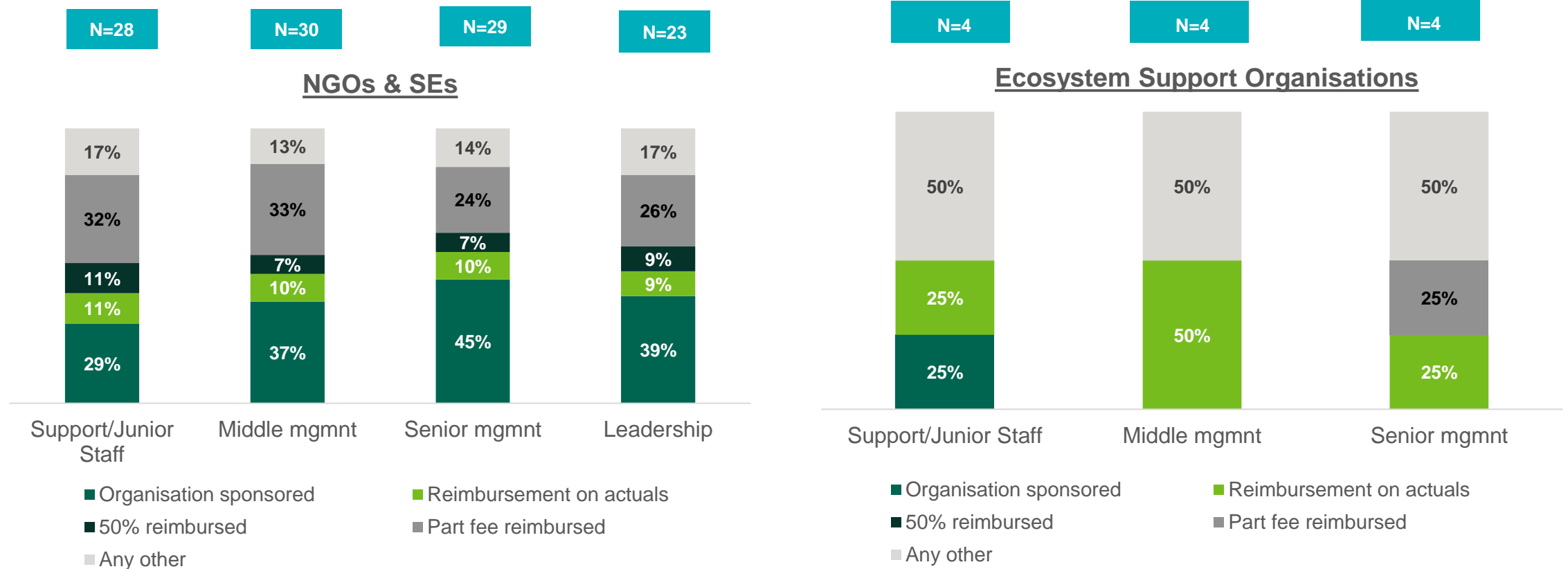


Any other reimbursement includes availability of funds and type of courses

Learning & Development

Category Wise

Q3. What is the Reimbursement Model?



- **Organisation sponsored** is the most preferred reimbursement model at middle management, senior management and leadership level. At Support/Junior Staff, **part fee reimbursement** is the most preferred reimbursement model for NGOs & SEs organisations.
- For ecosystem support organisations, **Organisation sponsored** is the most preferred model across, while at middle management level 50% of the organisations reimburse on actual amount.



Any other reimbursement includes availability of funds and type of courses

Critical Skills/Work Related Training

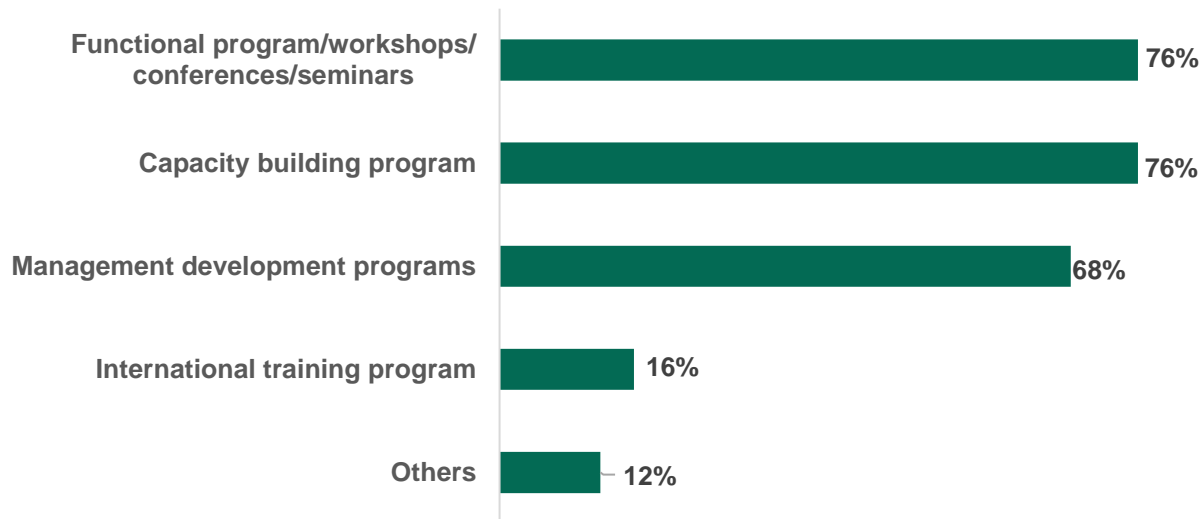
54% of the organisations have specialised programs catering to critical skills for personnel. **(N=50)**

50% of the organisations have outsourced all the training programs **(N=26)**

12% of the organisations have cashing out option against these programs **(N=44)**

Q1. What are the different type of training programs provided by the organisations? (N= 25)

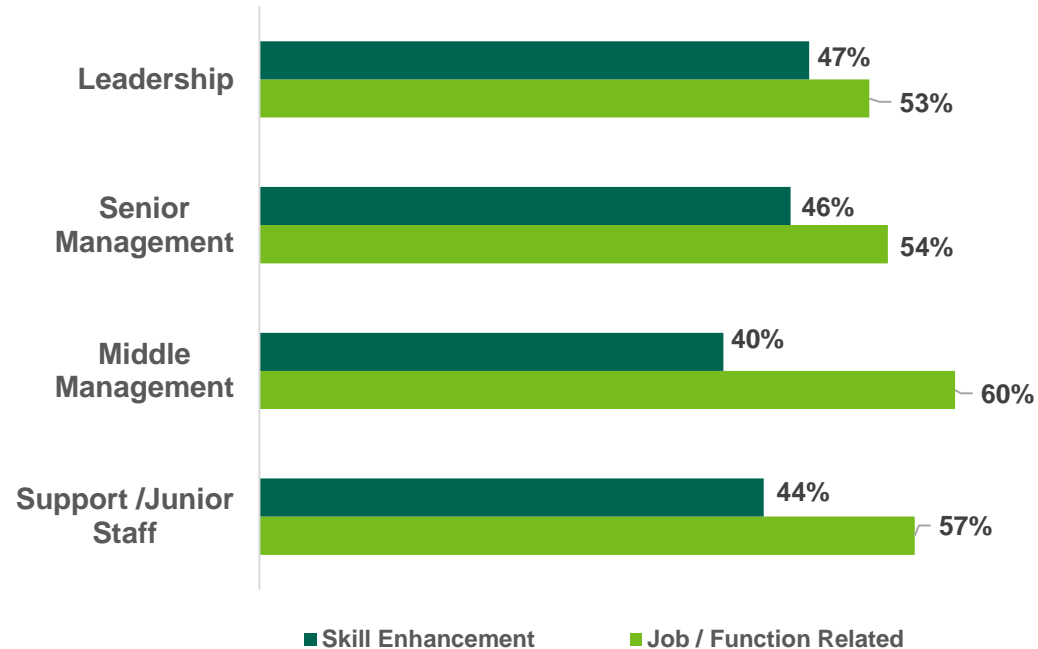
- *The most prevalent critical skills/work related trainings in social sector are Functional Program/ Seminars and Capacity Building Program, followed by Management Development Program..*



**Due to multiple responses by organisations, the sum will not add up to 100%*

Critical Skills/Work Related Training

Q2 What is the eligibility criteria for the various programs at the various levels of management? (N= 25)



- Overall, in social sector nearly 40% of the organisations have voted for skill enhancement as the criteria across all employee groups and around 60% of the organisations have voted for Job/ Function requirement as the criteria for training programs.,




Critical skills are referred to the skills required to perform a particular task at work under a particular department.


**Due to multiple responses by organisations, the sum will not add up to 100%*

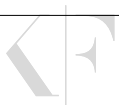


Competitiveness with General Industry

Social sector is at par with the General Industry trends

	Below GI trends
	At Par with GI trends
	Above GI trends

Benefit	General Industry Market	Social Sector	Market Positioning
Learning & Development	<ul style="list-style-type: none"> 98% the organisations provide learning and development opportunities 58% of the organisations provide Professional Certification. 33% of the organisations provide Advanced Degree like MBA Typically, organisations cover tuition & books cost For critical skills, organisations are encouraging personnel to get certification and acquire skills, or they given them on the job opportunities to learn these skills 	<ul style="list-style-type: none"> Majority(85%) of the organisations provide learning and development opportunities to the personnel. Most of them are providing on the Job training ,Short Term workshops, training on behavioral skills & Critical Skills. Around 50% of the organisations choose to outsource these programs. There is no fixed Eligibility criteria for taking programs. It is usually based on the professional requirement and business needs. For critical skills, organisations are making the employees attend various seminars, workshops and by organising capacity building programs and Management Development Programs. With organisations becoming tech savvy, they are also training employees with technical skills such as Artificial Intelligence, Python & other coding skills. Organisation sponsored is the most preferred reimbursement model at senior management and leadership level. At Support/Junior Staff and middle management level, part fee reimbursement is the most preferred reimbursement model. 	



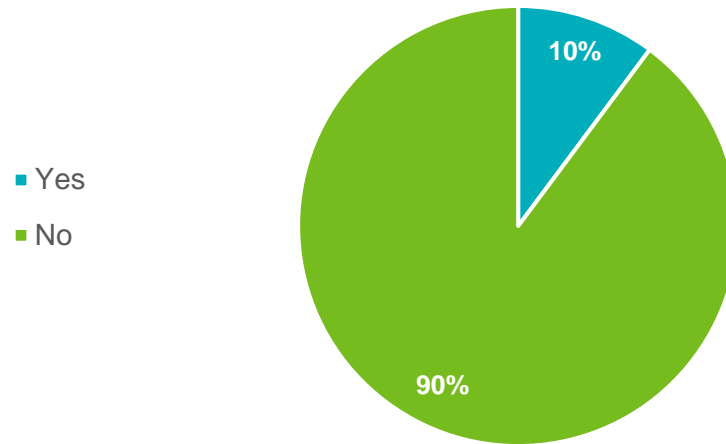


Hardship Allowance

An extra amount of money that someone is paid for working in difficult conditions and circumstances

Hardship Allowance

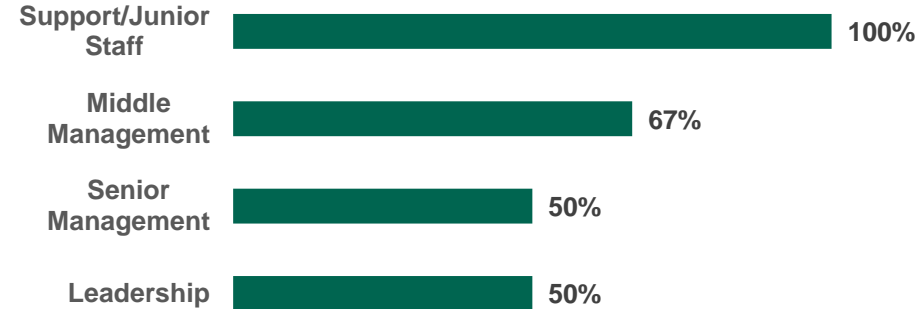
Q1. Do organisations have a formal policy on hardship allowance for any category of personnel? (N= 59)



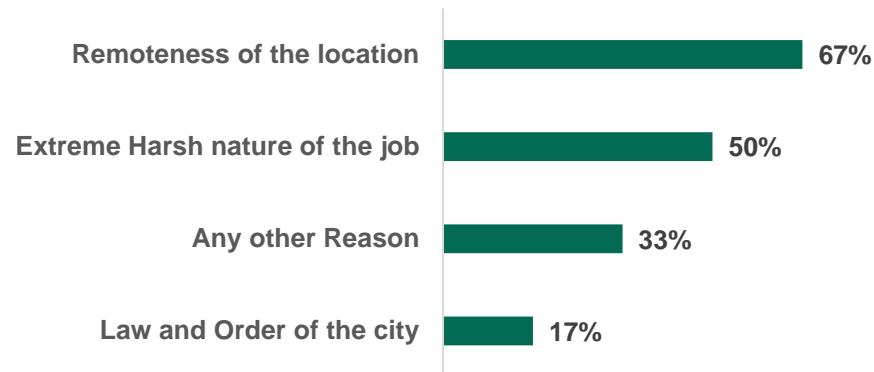
- Out of the 59 respondents, **only 6 organisations (10%)** provide hardship allowance to their employees
- **All the above 6 organisations belong to the NGOs and SEs category** that provide hardship allowance to their employees.

Hardship Allowance

Q2. For which employee groups do organisations have a formal policy on hardship allowance? (N=6)



Q3. What is the criteria for hardship allowance? (N=6)



*Due to multiple responses by organisations, the sum will not add up to 100%

Q4. What benefits do organisations provide to the personnel working in difficult (hardship) locations, over and above the usual allowances? (N=6)




*Other includes emergency loans, safe drinking water, electricity and washroom Facility

- All 6 organisations that have responded, provide hardship allowance to **their support staff/junior management** employees and belong to **NGOs and SEs category**.
- **Remoteness of the location** is viewed as the most common criteria for hardship allowance by **67%** of organisations, followed by **the nature of the job (50%)**. All the respondents belong to **NGOs and SEs category**.
- **1/3** organisations are providing schooling and housing allowance to the personnel working in difficult locations. All the respondents belong to **NGOs and SEs category**.

Competitiveness with General Industry

Social sector at par with the General Industry with similar employee benefits

	Below GI trends
	At Par with GI trends
	Above GI trends

Benefit	General Industry Market	Social Sector	Market Positioning
Hardship Allowance	<ul style="list-style-type: none">Only 15% of the organisations have a formal hardship allowance policy .Hardship allowance is based on the nature of the job and remoteness of the locationBenefits for employees that work in difficult location includes housing, schooling assistance, language assistance, emergency loan, safe drinking water & electricity.	<ul style="list-style-type: none">Only 10% of the organisations have a formal hardship allowance policy .For most of the organisations (67%), it is based on the remoteness of the location and Extreme Harsh nature of the job (50%).Benefits for employees that work in difficult location includes housing, schooling assistance, emergency loan, safe drinking water & electricity.	





Children Education Allowance

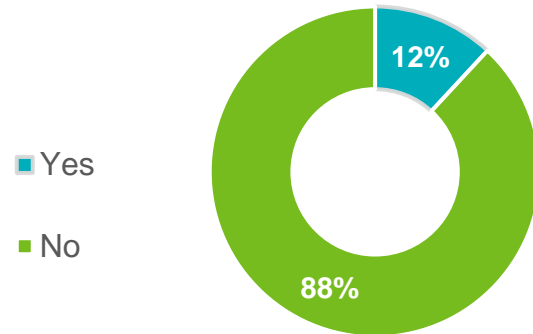
Employees get Children Education Allowance to bear the educational expenses of their children.

Children Day Care Centre

A crèche, daycare or nursery is a childcare centre where babies, toddlers, and young children are cared for in a safe and stimulating surrounding.

Children Day Care Centre & Children Education Allowance

Q1. Do organisations have a childcare/daycare centre at their offices for the personnel? (N= 59)

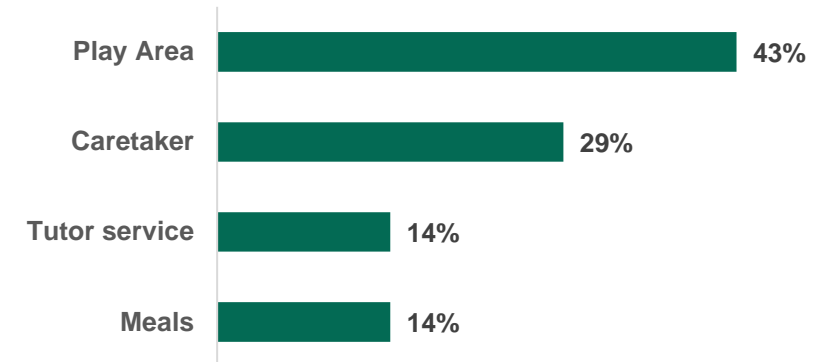


- **Only 7 organisations (12%)** have a provision for Childcare/daycare centre (N=59), where **5** are NGOs & SEs organisations and **4** of them belongs to NGO Complex Adhoc archetype.

Children Education Allowance

- **Only 7 organisations (12%)** provide Children Education allowance (N=59), where **6** are NGOs & SEs organisations.
- **67%** of the organisations have kept a cap of **INR 100/month** per child as an allowance. The number of children covered under the plan is 2. (N=6)
- **33% of the organisations** have hostel fees included in the plan (N=6)

Q2. What all additional facilities are there for the children? (N= 7)






- **43%** of the organisations provide **playing area facility** and **29%** of the organisations provide **caretaker facilities** for children. Out of the 7 organisations that have responded, **5** are NGOs & SEs organisations and **4** of them belongs to NGO Complex Adhoc archetype.




**Due to multiple responses by organisations, the sum will not add up to 100%*

Competitiveness with General Industry

Social sector at par with the General Industry with similar childcare benefits

	Below GI trends
	At Par with GI trends
	Above GI trends

Benefit	General Industry Market	Social Sector	Market Positioning
Children Day Care Centre	<ul style="list-style-type: none"> Type of crèche prevalent – tie up with third parties in multiple locations Crèche visits allowed for mothers – 4 visits per day (statutory) Transportation to crèche for female employees – not provided Flexibility to choose vendors – not provided 	<ul style="list-style-type: none"> Only 12% of the organisations have a child daycare centre at their office. Majority of the organisations that have day care centre facility provide proper play area and a Nanny to take care of children. Very few(14%) organisations provide Tutor and meal options as well. 	
Children Education Allowance	<ul style="list-style-type: none"> Around 25% of the organisations have provision for Children Education Allowance Most of the organisations have just tuition fees included in the children education allowance Majority of the organisations have kept a cap of 2 for the number of children covered under the plan 	<ul style="list-style-type: none"> Only 12% of the organisations have provision for Children Education Allowance. 33% organisations have hostel fee included as part of the Children Education Allowance Plan. Majority of the organisations have kept a cap of INR 100 per child, also the maximum number of children covered under the plan are 2. 	



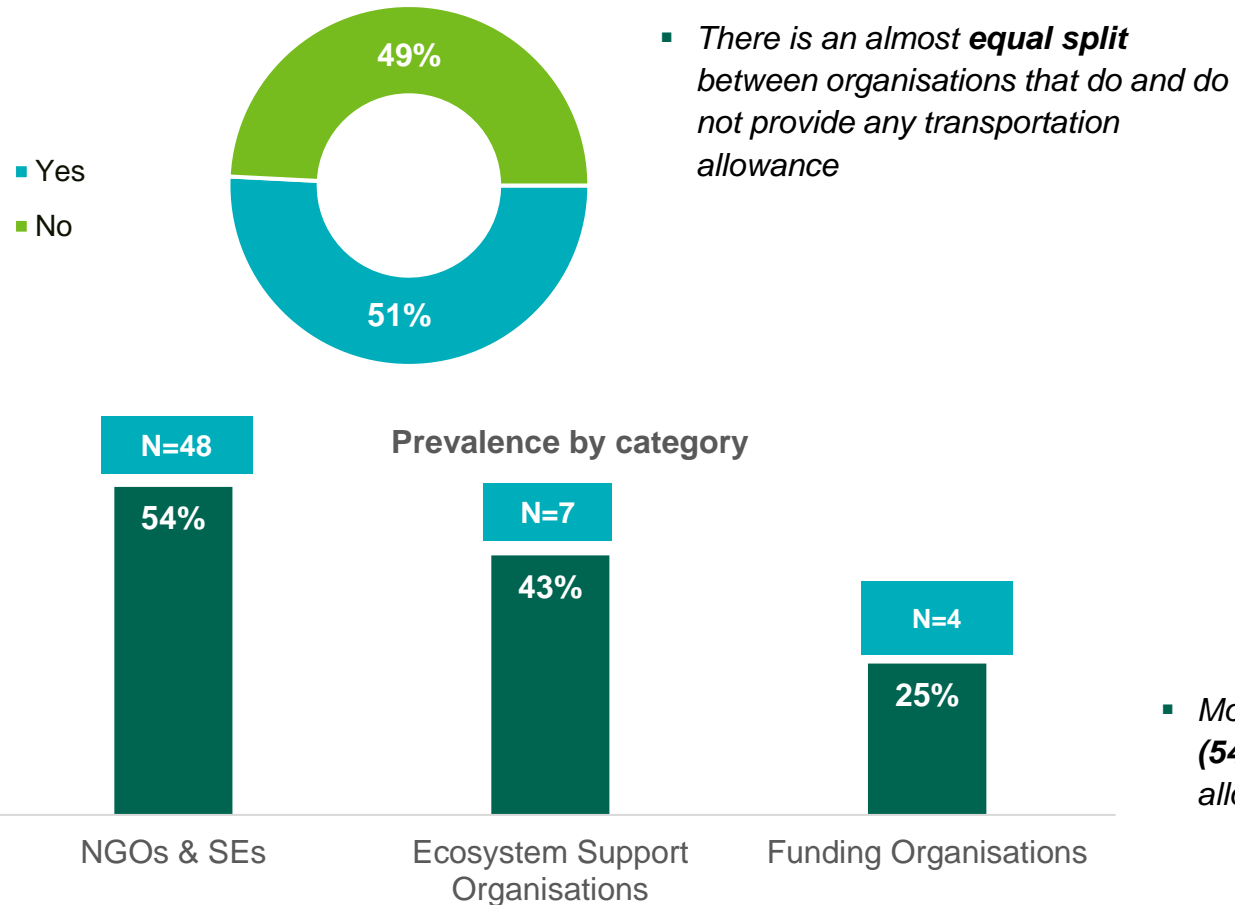


Transport Assistance

A support through activities designed to assist a person to travel from one place to another to obtain services or carry out work related activities.

Transport Assistance

Q1. Do organisations provide any transportation allowance or commuting assistance to personnel? (N= 59)



Number of Respondents		Prevalence (Yes only)	
Archetypes	Q1	Yes (%)	(N)
NGO Complex Adhoc	23	65%	15
NGO Complex Professionally Managed	14	29%	4
NGO Simple Adhoc	7	71%	5
NGO Simple Professionally Managed	4	50%	2
Grand Total	44		

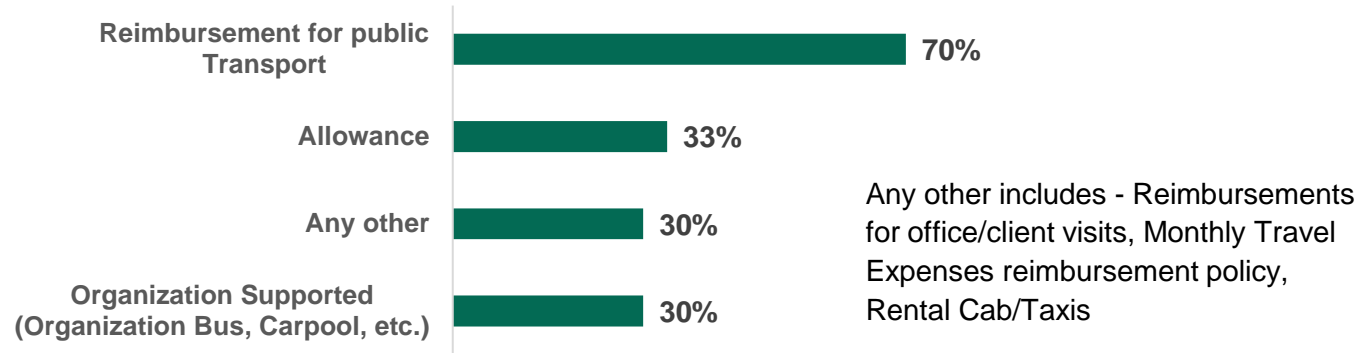
- There is a significantly higher prevalence of transport assistance seen for NGO Complex Adhoc (**65%**) and NGO Simple Adhoc (**71%**).
- More than half of **NGOs and SEs (54%)** provide transportation allowance to their employees



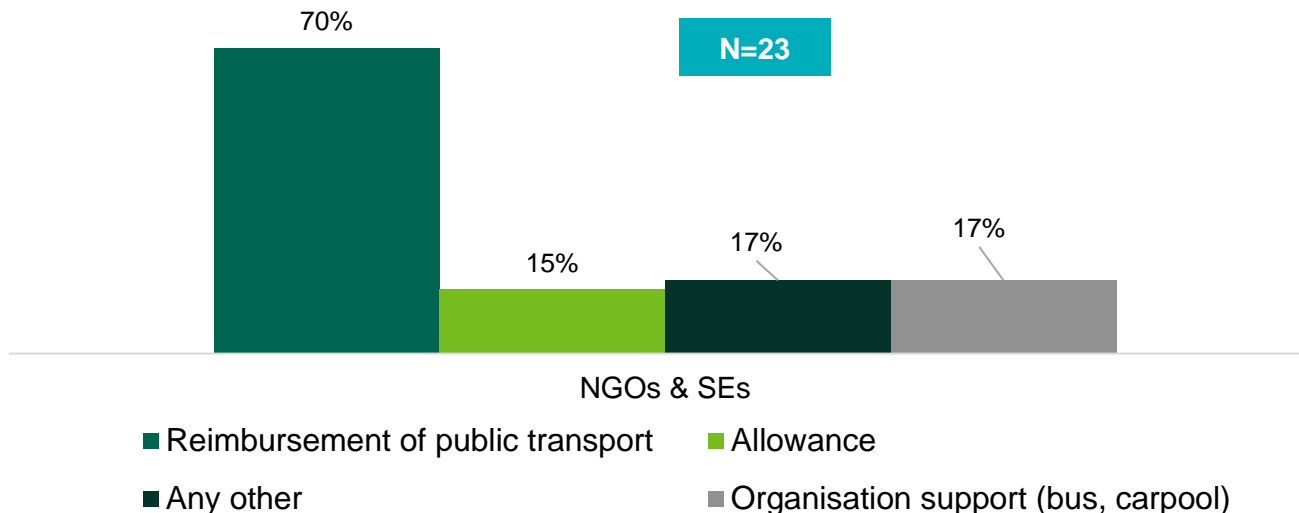
Note : Due to insufficient data points, we have not reported data across all archetypes, Hence the N values will not sum up to 59.

Transport Assistance

Q2. What type of transportation/commuting assistance do organisations provide? (N= 27)



Prevalence by category (NGOs & SEs)



*Due to multiple responses by organisations, the sum will not add up to 100%

Note : Due to insufficient data points, we have not reported data across all archetypes and categories..

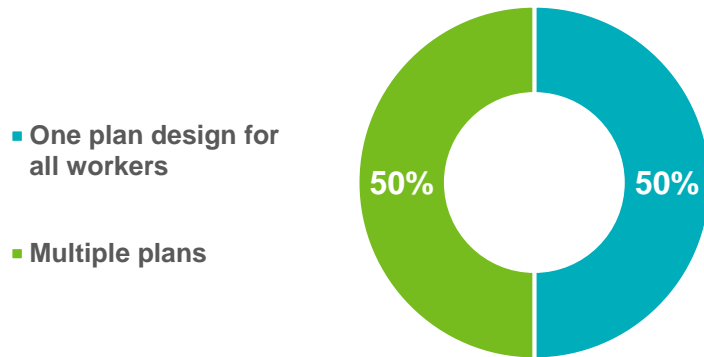
Prevalence by Archetype (Yes% only)

Types of Assistance	NGO Complex Adhoc (N=13)	NGO Simple Adhoc (N=5)
Reimbursement for Public transport	54%	100%
Allowance	38%	40%
Any Other	31%	40%
Organisation Supported transport	31%	40%

- Overall, in social sector, **70%** of the organisations provide reimbursement for public transport. The remaining 3 types of transportation assistances are provided by around 30% of the organisations. At a category level, out of the 27 organisations that have responded, **23 are from NGOs and SEs category**.
- At an archetype level, all (**5**) NGO Simple Adhoc organisations provide reimbursement for public transport., whereas over **50%** of the NGO Complex Adhoc organisations provide reimbursement for public transport.

Transport Assistance

Q3. Is the transportation/commuting assistance designed in the same for all personnel or can it vary based on grades? (N= 26)



- There is an **equal split** between organisations that have one plan for employees at all levels and multiple plans for different levels.
- Out of the 26 organisations that have responded, **22 are from NGOs & SEs category.**

Number of Respondents		Prevalence (Yes only)	
Archetypes	Q3	One Plan (%)	(N)
NGO Complex Adhoc	12	50%	6
NGO Simple Adhoc	5	60%	3
Grand Total	26		

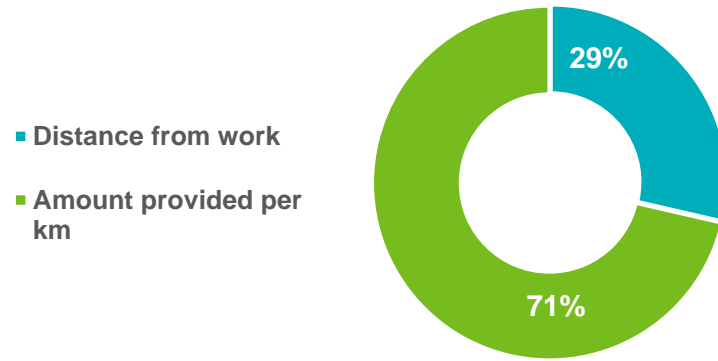
- There is an **equal split** between NGO Complex Adhoc organisations that have one plan for employees at all levels and multiple plans for different levels.
- **60%** of the NGO Simple Adhoc organisations have one plan design for employee at all levels.



Note : Due to insufficient data points, we have not reported data across all archetypes and categories, Hence the N values will not sum up to 26.

Transport Assistance

Q4. What is the transportation / commuting reimbursement based on? (N= 14)



- Almost 10 organisations (71%) provide transportation reimbursement based on per Km travelled by their employees.
- Out of the 14 organisations that have responded, **12 are NGOs and SEs organisations.**
- A median value of **INR 10 per Km** is reimbursed for employees traveling for business purposes

Number of Respondents		Prevalence	
Archetypes	Q4	Distance from work (N)	Amount per Km (N)
NGO Complex Adhoc	4	50%	50%
NGO Simple Adhoc	5	20%	80%
Grand Total	9		




- There is an **equal split** between NGO Complex Adhoc organisations that provide reimbursement based on distance from work and on per km travelled.
- **Only 20%** of the NGO Simple Adhoc organisations provide reimbursement based on distance from work.




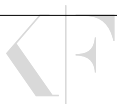
Note : Due to insufficient data points, we have not reported data across all archetypes and categories, Hence the N values will not sum up to 14.

Competitiveness with General Industry

Social sector at par with the General Industry with similar transport benefits

	Below GI trends
	At Par with GI trends
	Above GI trends

Benefit	General Industry Market	Social Sector	Market Positioning
Transport Assistance	<ul style="list-style-type: none">Only 40% organisations provide company car benefits88% organisations use Job Status and/or as a Perquisite as its eligibility criteria for car benefit while 12% organisations use Nature of job / job requirements as its eligibility criteriaThe median value is INR 10 for every KM travelled.	<ul style="list-style-type: none">51% of the organisations have provision for transport allowance assistance. Half of the organisations have different reimbursement plans based on the grade levels. Half of the keep it same across all employee groups.Reimbursements are usually provided for commuting through public transport or Rental Cabs, & Carpool facilities as well.The amount of reimbursement is based on total distance from work and for other travel expenses, it is determined based on a fixed price per KM travelled.The median value is INR 10 for every KM travelled.	





Canteen /Meal Subsidy

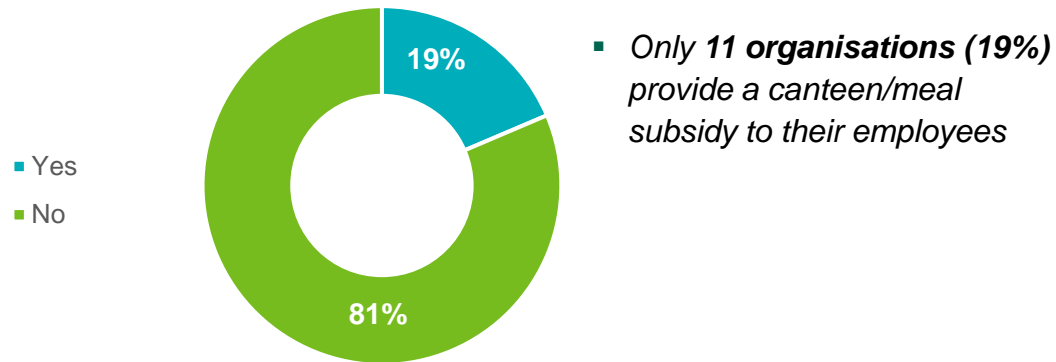
includes the provision of either canteen facility in the office premises or providing meals to the employees at subsidised rates.

Subsidised Meals : *Employees can avail canteen facility for Breakfast & Lunch at subsidised rates.*

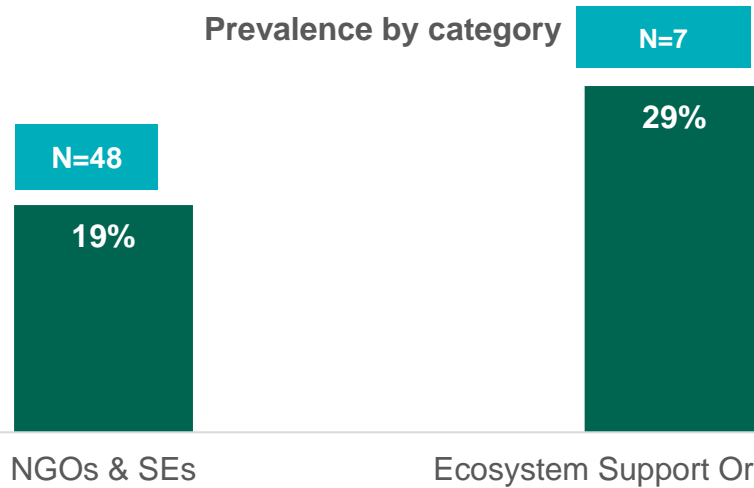
Canteen Facility : *Employees can buy from a canteen in office premises.*

Canteen/Meal Subsidy

Q1. Do organisations provide a canteen / meal subsidy benefit to the personnel? (N= 59)



Prevalence by category



Number of Respondents		Prevalence (Yes only)	
Archetypes	Q1	Yes (%)	(N)
NGO Complex Adhoc	23	22%	5
NGO Complex Professionally Managed	14	29%	4
NGO Simple Adhoc	7	0%	0
NGO Simple Professionally Managed	4	0%	0
Grand Total	48		

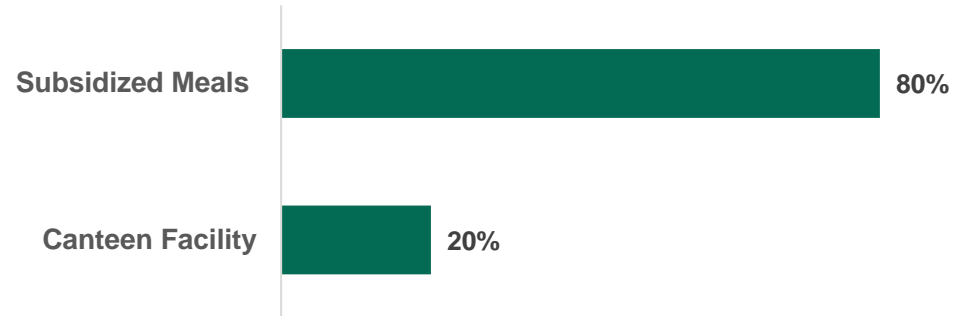
- At a category level, Ecosystem Support organisations have the highest proportion of organisations (29%) that provide a canteen/meal subsidy benefit to the personnel.
- No funding organisations provide a canteen/meal subsidy.
- NGO Simple Adhoc and NGO Simple Professionally Managed organisations do not provide canteen/meal subsidy.



Note : Due to insufficient data points, we have not reported data across all archetypes. Hence the N values will not sum up to 59.

Canteen/Meal Subsidy

Q2 Please specify the nature of this benefit? (N= 10)






- Overall, in the social sector, 8 out of 10 (80%) of the organisations provide subsidised meals. **All of them belong to NGO & SEs category.** Out of the 8 organisations that provide subsidised meals, **5 are from NGO Complex Adhoc archetype.**




Note : Due to insufficient data points, we have not reported data across all archetypes and categories.

Competitiveness with General Industry

Social sector at par with the General Industry with similar meal benefits

	Below GI trends
	At Par with GI trends
	Above GI trends

Benefit	General Industry Market	Social Sector	Market Positioning
Canteen Meal Subsidy	<ul style="list-style-type: none"> 49% organisations indicated that they offer some form of meal benefits Type of Meal Benefits provided to employees are onsite cafeteria/meal service (85%), meal vouchers/tickets (11%), reimbursement for meal expenses (2%), and meal allowance (11%) The median annual company subsidy per employee ranges from INR 13,620 to INR 14,520 across levels which is 75% of the meal cost 	<ul style="list-style-type: none"> Only 18.6% of the organisations have the provision of Meal Allowance. Majority of them (80%) provide subsidised meals Not Prevalent Not Prevalent. 	

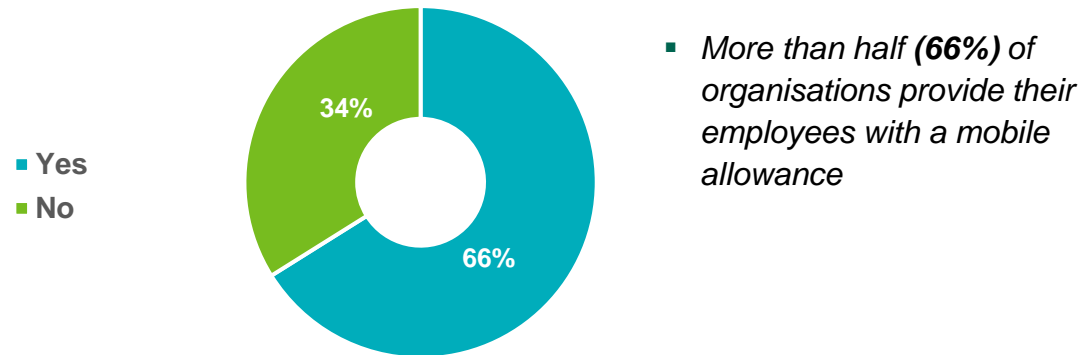




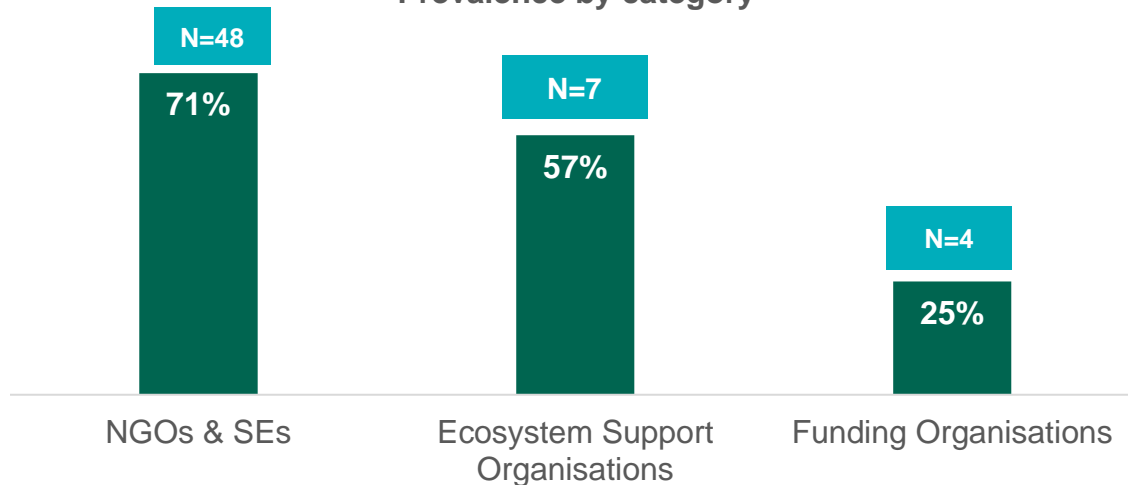
Mobile Allowance *includes a monthly fixed amount or reimbursement against the phone calls made for official purposes.*

Mobile Allowance

Q1. Do organisations provide a mobile allowance to the personnel? (N= 59)



Prevalence by category



Number of Respondents		Prevalence (Yes only)	
Archetypes	Q1	Yes (%)	(N)
NGO Complex Adhoc	23	70%	16
NGO Complex Professionally Managed	14	64%	9
NGO Simple Adhoc	7	100%	7
NGO Simple Professionally Managed	4	50%	2
Grand Total	48		

- At a category level, majority of the organisations providing a mobile allowance are from NGOs & SEs.
- All NGO Simple Adhoc organisations provide mobile allowance to their personnel.

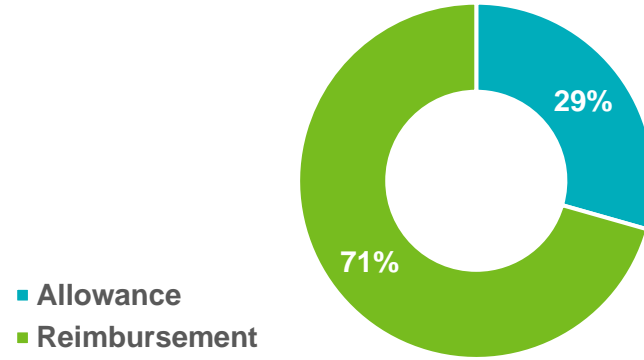
₹ 650 is the median maximum reimbursement of bills on monthly basis (N=20)



Note : Due to insufficient data points, we have not reported data across all archetypes and categories. Hence the N values will not sum up to 59.

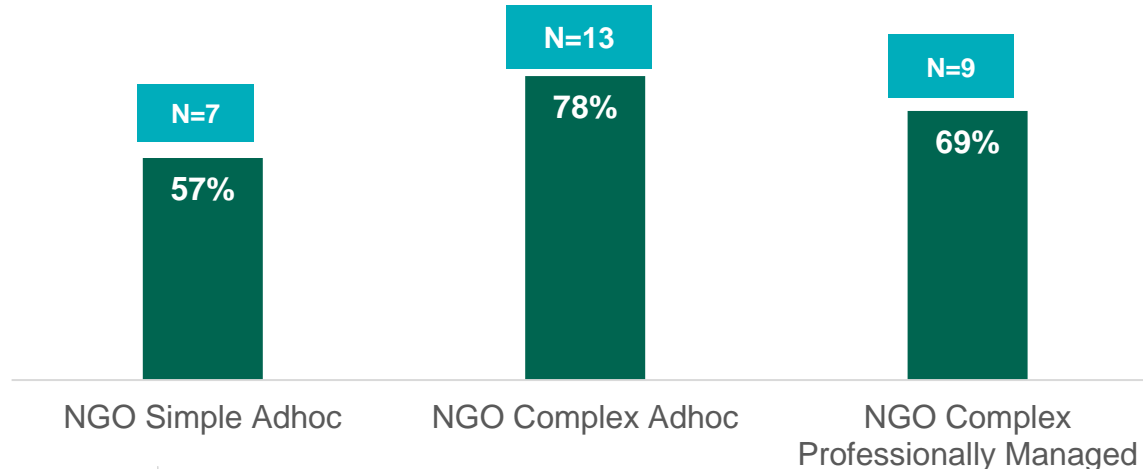
Mobile Allowance

Q2. Is the telecommunication assistance provided as an allowance or is it reimbursed?? (N= 34)



- 71% of organisations provide their employees telephone assistance as reimbursement.
- Out of the 34 organisations that have responded, 30 are NGOs and SEs organisations.

Prevalence by category for Reimbursement



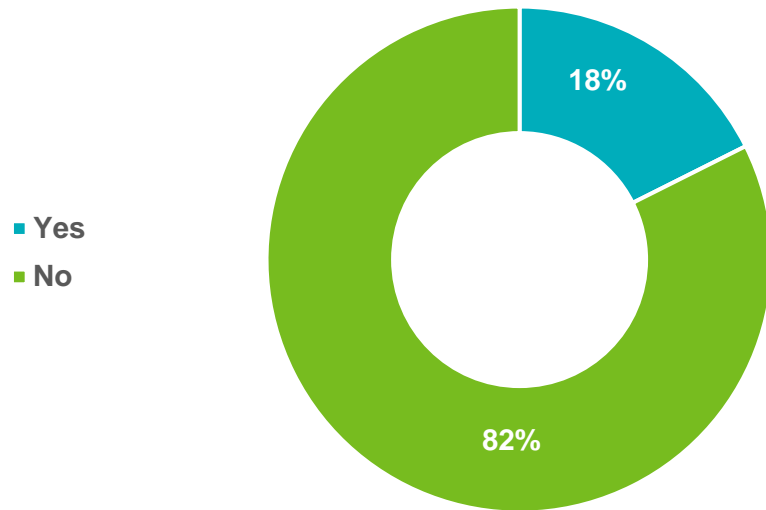
- Majority of the organisations across all archetypes provide telecommunication assistance as reimbursement.



Note : Due to insufficient data points, we have not reported data across all archetypes and categories.

Mobile Allowance

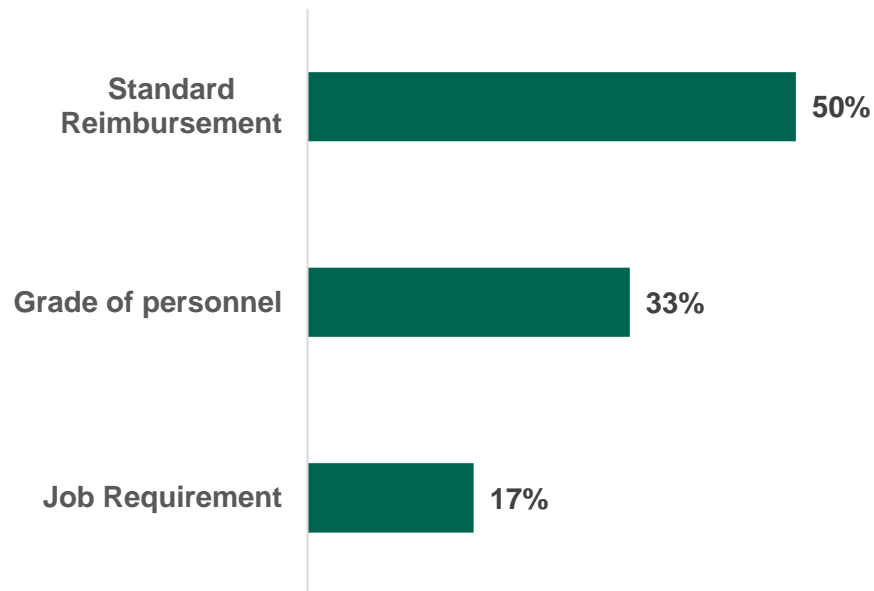
Q3. Do organisations have the cashing out option (personnel takes the amount as part of compensation)? **N= 34**



- Only 6 out of 34 (**18%**) organisations provide the cashing out option in case of mobile allowance and **5** of them belong to NGOs & SEs category, where 3 are from NGO Simple Adhoc archetype.

Mobile Allowance

Q4. On what basis is the telecommunication assistance given to the personnel?(N= 36)



Prevalence by Archetype (Yes% only)			
Programs	NGO Simple Adhoc (N=7)	NGO Complex Adhoc (N=14)	NGO Complex Professionally Managed (N=9)
Standard Reimbursement	71%	36%	34%
Grade of Personnel	29%	50%	33%
Job Requirement	0%	14%	33%

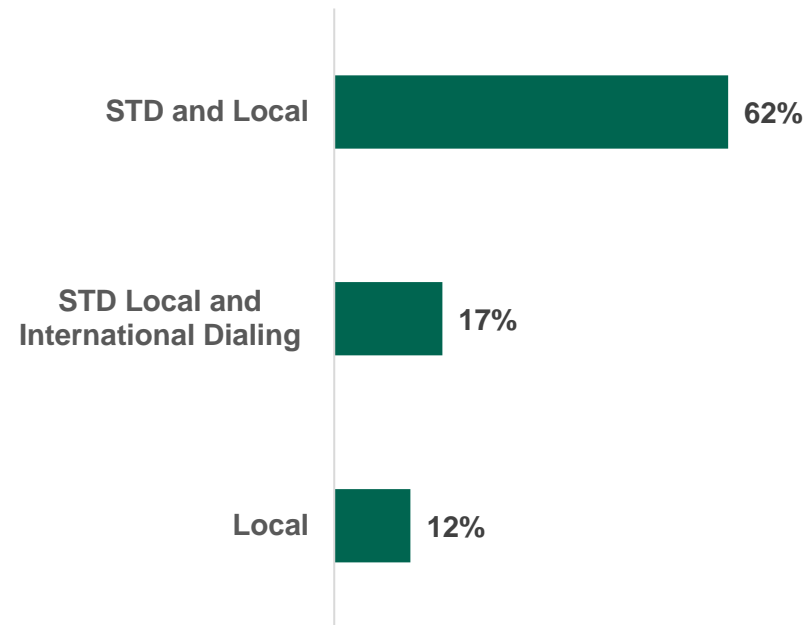
- **Nearly half of the social purpose organisations** provide telecommunication assistance as a reimbursement and it is a standard amount across all employee groups.
- Out of the 36 organisations that have responded, 32 are NGOs and SEs.
- At an archetype level, majority **NGO Simple Adhoc organisations** choose standard reimbursement model for providing telecommunication assistance, while half of the **NGO Complex Adhoc** organisations provides telecommunication assistance based on Grade of Personnel.



Note : Due to insufficient data points, we have not reported data across all archetypes and categories.

Mobile Allowance

Q5. The mobile service provided to the personnel by the organisation includes?(N= 34)



Prevalence by Archetype (Yes% only)			
Programs	NGO Simple Adhoc (N=7)	NGO Complex Adhoc (N=13)	NGO Complex Professionally Managed (N=9)
STD and Local	86%	62%	67%
STD & Local & International dialing	0%	23%	33%
Only Local	14%	15%	0%




- **62%** of the organisations include STD & Local services as a part of mobile allowance plan.
- Out of the 34 organisations that have responded, 31 are NGOs and SEs.
- Across all 3 archetypes, Majority of organisations include STD & Local services as a part of mobile allowance plan.



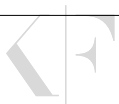
Note : Due to insufficient data points, we have not reported data across all archetypes and categories.

Competitiveness with General Industry

Social sector at par with the General Industry with similar mobile benefits

	Below GI trends
	At Par with GI trends
	Above GI trends

Benefit	General Industry Market	Social Sector	Market Positioning
Mobile Allowance	<ul style="list-style-type: none"> 67% organisations provide mobile telephone allowance 39% organisations allow employees to reimburse all personal mobile phone costs, whereas 60% organisations allow employees to reimburse personal mobile phone costs over a fixed monthly ceiling Median Maximum Monthly Cost Ceiling : <ul style="list-style-type: none"> Support/Junior Staff : INR 1000 Middle Management : INR1500 Senior Management : INR 2000 Leadership : Actual 	<ul style="list-style-type: none"> 66% organisations provide mobile telephone allowance 70% organisations allow employees to reimburse all personal mobile phone costs Median Maximum Monthly Cost Ceiling per Employee is INR 650. 	

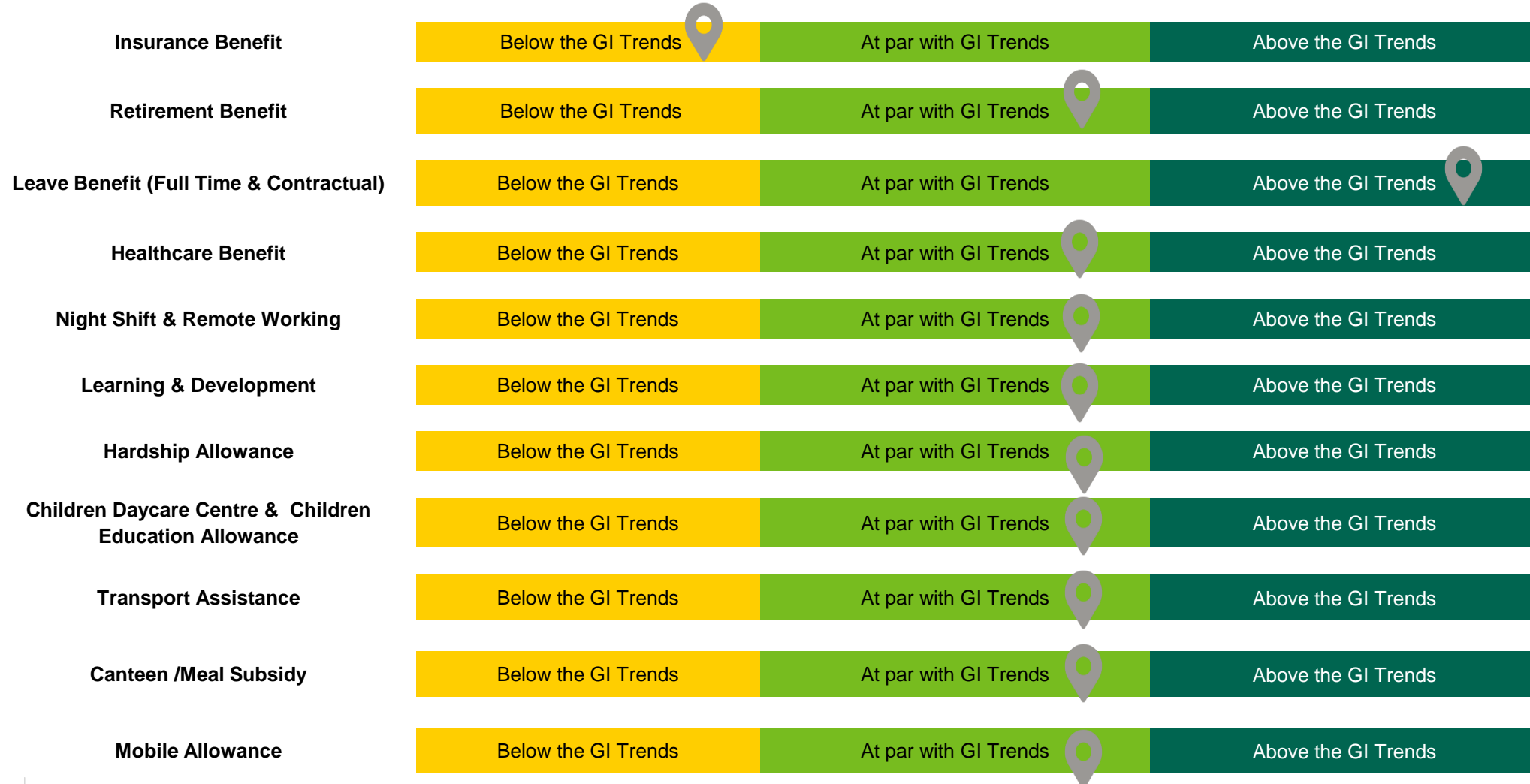




Summary

Summary

Overall Social Sector's competitiveness with General Industry





Recommendations

Recommendations

Insurance Benefit	Insurance benefit is one of the most sought after component of pay that attracts and retains talent. Furthermore, the pandemic has reinforced organisations to revisit the same. The most prevalent insurance coverage plan across industries, is a floater program which includes dependents as well and not only the employee. Companies in social sector can look at increasing the coverage of health insurance and life insurance.
Retirement Benefit	While the Social sector is well aligned with the General industry when comparing retirement benefits, introducing National Pension Scheme (NPS) will help employees to increase tax savings. As a market practice, NPS is a voluntary benefit for employees.
Leave Benefit	One of the most prevalent practice that ensures minimal to no financial implication on the organisations is, introduction of “Floater holidays”. This gives flexibility to employees to choose festival leaves as per their choice.
Healthcare Benefit	<p>Similar to Insurance benefits, the <i>COVID-19</i> pandemic created the need to revamp the healthcare benefits that organisations previously offered. Besides compensation, healthcare benefit is one of the most prevalent component of pay that attracts and retains talent.</p> <p>Organising annual health check-ups, partnering with local health centres for vaccines, mental wellbeing seminars are a few benefits that are widely implemented by organisations across sectors.</p> <p>Organisations also offer comprehensive health check-up (diagnostic tests and doctor consultation) while few organisations offer just basic check-ups (doctor consultation) on annual basis at no cost to the employees.</p>



Recommendations

Learning & Development

- Companies have tie-ups with different **educational institutions** for the higher education of employees across different grades within the organisation.
- Companies sponsor higher education. **Financial assistance** is also provided if the employee pursues a job-related professional course. The amount is usually a fixed amount per employee.
- Organisations provide **on-site opportunities** to employees to enhance existing skills, thereby creating a more talented and educated workforce for the organisation.
- Organisations also assist employees in **repaying student loan debt**.
- Organisations encourage employees in learning to maintain professional credentials through **off-site events, training, and professional organisation memberships**.
- Introduce a **coaching/mentoring program** to help employees learn from each other.





Thank you!

