

# monster<sup>®</sup> Salary Index

A joint initiative of Monster India & Paycheck.in with IIM-Ahmedabad as Research Partner

## Prepared by

Tomas Kabina, Central  
European Labour Studies  
Institute, Bratislava

Biju Varkkey, Paycheck  
India and Indian Institute of  
Management Ahmedabad

Rupa Korde,  
Paycheck India

Peter Bizik, Central  
European Labour Studies  
Institute, Bratislava and

WageIndicator Foundation,  
Amsterdam



© WageIndicator Foundation

## Bibliographic Information

**WageIndicator Foundation (2016).** WageIndex report India, Wages and working conditions in the IT sector. Central European Labour Studies Institute, Bratislava, Paycheck India and Indian Institute of Management Ahmedabad and WageIndicator Foundation, Amsterdam.

**Author:** Tomas Kabina, Central European Labour Studies Institute (CELSI), Bratislava, Prof. Biju Varkkey, Paycheck India and Indian Institute of Management Ahmedabad, Rupa Korde, Paycheck India and FLAME University, Pune.

**Acknowledgements:** This paper uses data collected on behalf of the agreement between Monster India, WageIndicator Foundation and Indian Institute of Management, Ahmedabad. The data have been used with the permission of the WageIndicator Foundation

**Special thanks:** Martin Kahanec (CELSI), Khushi Mehta (Paycheck.in), Paulien Osse (WageIndicator Foundation), Priyanka Sharma (MonsterIndia.com)

A man with dark hair and a beard, wearing a blue suit, light blue shirt, and dark tie, is sitting on a black stool. He is leaning forward with his right hand resting on a large, 3D yellow Indian Rupee symbol (₹). The background is a modern office with large windows and a white floor.

# Monster Salary Index

Monster Salary Index is a joint initiative of Monster India and Paycheck.in with IIM-Ahmedabad as a Research Partner. The MSI (Monster Salary Index) has successfully empowered job seekers with benchmarking to compare their salaries with other anonymous profiles across a broad spectrum of industry domains, experience and functional groups, both in India and other global markets.

For Employers, MSI has an online Salary Survey which is run along with WageIndicator Foundation, Netherlands and Paycheck.in, and IIMA as Research Partner. It aims to provide employers with practical information and helps them make informed decisions by analyzing the salary market and optimizing employee remuneration.



About  
the Team

# Monster India

[www.monsterindia.com](http://www.monsterindia.com)

Monster India, India's leading online career and recruitment resource with its cutting edge technology provides relevant profiles to employers and relevant jobs to jobseekers across industry verticals, experience levels and geographies. More than 200 million people have registered on the Monster Worldwide network. Today, with operations in more than 40 countries, Monster provides the widest and most sophisticated

job seeking, career management, recruitment and talent management capabilities globally. Monster India started its operations in 2001. Headquartered in Hyderabad, the company has presence in 10 other cities of India viz., Mumbai, Delhi, Bangalore, Chennai, Pune, Kolkata, Ahmedabad, Baroda, Chandigarh and Cochin.

**monster®**  
Find Better.™

[www.monsterindia.com](http://www.monsterindia.com)  
[www.facebook.com/monsterindia](https://www.facebook.com/monsterindia)  
[www.twitter.com/monster\\_india](https://www.twitter.com/monster_india)



Monster Mobile App was voted Product of the Year under the 'Mobile App Job' category in a survey of over 18000 people by Nielsen. Monster.com was voted Product of the Year in 2015 and back in 2014, mPower Search was voted Product of the Year as well. Monster India and DishTV partnered in convergence of the Internet and TV medium to make job services accessible to TV viewers across all cities, bridging the unmet need of the audience for whom access to the internet is limited. This first ever job search initiative is called 'Monsterjobs Active'.

The Indian Air Force Placement Cell (IAFPC) selected Monster India for a collaboration to provide a robust platform to assist retired and shortly retiring Air Warriors seek suitable second career opportunities in the corporate world. Monster along with CII launched [ciispecialabilityjobs.in](http://ciispecialabilityjobs.in) – a platform for the specially-abled people to find relevant jobs. This

initiative aimed at empowering the differently abled and bringing newer & better opportunities at their doorsteps. Monster also initiated 'Rozgarduniya.com' – a job portal exclusively for jobseekers in rural India to enable employers in corporate India to connect with rural talent, thus removing the traditional barriers they face in this process.

## IIMA

Research Partner

Indian Institute of Management Ahmedabad (IIMA) – [www.iimahd.ernet.in](http://www.iimahd.ernet.in) the institute was established in 1961 to foster growth with equity in India after the country's independence in 1947. Today IIMA is the leading school of management in India and one of the top ranked management schools worldwide. It offers fellow and post-graduate programs in management, food and agri-business, executive management, faculty development programs and an armed forces program.

With its educational approach developed in cooperation with Harvard University, the institute has contributed significantly to management education of working executives, government, policy makers and armed forces in India and worldwide. Faculty members support the governance of firms and organisations through advisory and capacity building guidance, board and trust membership. In line with its vision, IIMA hosts Paycheck India.



Indian Institute of Management Ahmedabad  
[www.iimahd.ernet.in](http://www.iimahd.ernet.in)

# WageIndicator Foundation

Owner of Salary Index concept and formula

The WageIndicator Foundation started in 2001 to contribute to a more transparent labour market for workers and employers. It collects, compares and shares labour market information through (online & face-face) surveys and desk research. It serves as an online library for wage information, Labour Law and career advice.

The WageIndicator Foundation is assisted by world-renowned universities, trade unions and employers' organisations and currently operates in 92 countries. Their international staff consists of some

100 specialists spread over the whole world. The foundation has strong relationships with Monster since 2003. The WageIndicator Foundation is a global organisation reaching millions on a monthly basis. For more information please visit: [WageIndicator.org](http://WageIndicator.org). WageIndicator Foundation has offices in Amsterdam (HQ), Ahmedabad, Bratislava, Buenos Aires, Cape Town, Dar es Salaam, Maputo and Minsk.



WageIndicator Foundation  
Roetersstraat 25-35  
1018 WB Amsterdam  
The Netherlands  
[office@wageindicator.org](mailto:office@wageindicator.org)  
[www.wageindicator.org](http://www.wageindicator.org)

## Paycheck India

Salary Index Interface residing on Monster India

The research initiative Paycheck India is based at the Indian Institute of Management Ahmedabad. It forms part of the global WageIndicator network. India was the first Asian country to join the WageIndicator initiative. Paycheck India aims at collecting and providing data about wages, law and career. With a focus on fair salaries, Paycheck India yields

salary predictions for 1600 occupations in India's private, public and non-profit sector through its Salary Checker. State wise minimum wages in India, living wage calculation, laws and career advice are updated on a regular basis to continuously increase transparency on the market.

**Paycheck.in**

Paycheck India  
[paycheck@iimahd.ernet.in](mailto:paycheck@iimahd.ernet.in)  
[www.paycheck.in](http://www.paycheck.in)

**monster®**  
Find Better.™



**Paycheck.in**



# Acknowledgement

**Central European Labour  
Studies Institute (CELSI)**  
[www.celsi.sk](http://www.celsi.sk)

CELSI is an independent non-profit research institute based in Bratislava, Slovakia. It fosters multidisciplinary research about the functioning of labour markets and institutions, work and organisations, business and society, and ethnicity and migration in the economic, social, and political life of modern societies. Supported by its network of Research Fellows and Affiliates and a new Discussion Paper series, CELSI makes a contribution to the cutting-edge international scientific discourse. Hosting the Bratislava Office of the international WageIndicator project, CELSI provides expert data services.



# Foreword

Monster India is delighted to present to you the **third edition of the Monster Salary Index Report (MSI)**. With the extensive understanding of the India job market through our monthly Employment Index and the reliable partnership with WageIndex Foundation, Netherlands and IIM, Ahmedabad, Monster India launched the MSI report in 2013.

This latest report of the MSI survey captures some of the key sectors covering sector-specific salaries and workers satisfaction by education, ownership of the company and gender amongst other factors. It aims to provide employers with practical information and help them make better decisions by analyzing the salary market and optimizing employee remuneration thereby fostering a stronger work force.

When we look back, 2016 was a tumultuous year for India in many ways. With extraordinary decisions like demonetization being implemented, the Indian economy took the fight towards black money head on. However, it did not come without its share of challenges. It affected consumers and businesses alike. Such has been the impact that it has got experts across the globe commenting on the potential outcome, its impact on the Indian economy, and the distress it caused.

The Goods and Services Tax (GST) was yet another development that was in focus in 2016. Analysts are looking at both development as measures that will bring boost to the Indian economy in the long run. With digitization taking the lead due the government's ambitious initiatives on skills training and education, the job market has seen a lot of change.

Recent studies have estimated that India's GDP would grow by an additional 1.4 per cent every year and if women were to participate as much as men in the economy, it could result in creation of more jobs. Stressing on the need for creating jobs, especially ones that pay well, the Economic Survey 2015-2016, that was tabled by Finance Minister Arun Jaitley in the Parliament, said that there is a need to exploit the demographic dividend of India and meet the growing aspiration of those entering the labor force. For this, India's economy needs to create enough good jobs - jobs that are safe and pay well, and encourage firms and workers to improve skills and productivity.

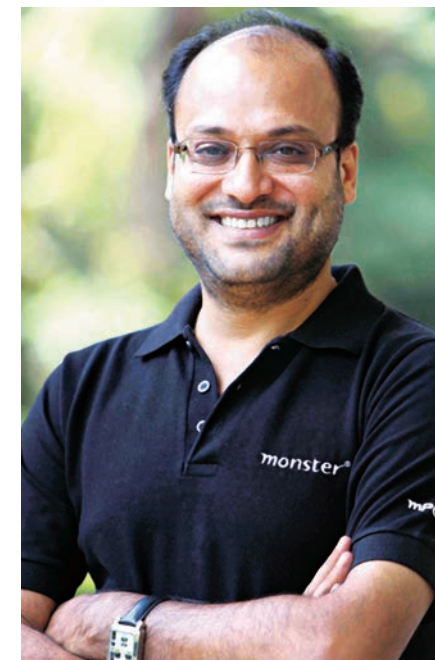
The MSI report over the years has successfully empowered jobseekers with benchmarking to compare their salaries with other anonymous profiles across a broad spectrum of industry, domains, experience, functional groups both in India and other global markets.

With our reliable partners on this journey we bring to you some insightful findings that would help you find, retain and manage talent, better.

Many Thanks



Sanjay Modi  
Managing Director  
Monster.com  
APAC & Middle East.



# Key Findings



The highest median gross hourly wage has been observed in the Financial Services, Banking and Insurance sector, reaching ₹433.0 in 2016. It is 40% growth in comparison to previous years 2014 and 2015 when median gross hourly wage was stable at ₹307.9 (See Table 8).



Relatively lucrative careers can be found in the sector of Information and Communication Technology (ICT) sector, where the median gross hourly wages stand at ₹386.8 and the Construction, Technical Consultancy sector, offering ₹288.7, making these two sectors the second and third highest-earning sectors in the Indian economy. ICT sector was the highest paid job for both years 2014 and 2015. In 2016 the growth of 15% was too little to maintain the leader position in comparison to 41% growth of Financial Services, Banking and Insurance sector. Construction, Technical Consultancy sector remain at stable 2-3% growth over years. From ₹274.2 in 2014 and ₹283.4 in 2015 to ₹288.7 in 2016 (See Table 8).



The lowest median gross hourly wage is being earned in the Manufacturing, with wages at ₹211.7 per hour. In previous years the hourly wages were stable at around ₹250, but 2016 meant the decrease of 16% to ₹211.7 (See Table 8).



Higher education, and especially a master's degree, provide a significant wage advantage in India. On average, employees holding a bachelor's degree earn ₹173.7 less per hour (45.4%) than employees with master's degree and employees with secondary education earn even less, exactly ₹262.8 less per hour (69.2%). In previous years 2014 and 2015 the difference between secondary education and master's degree employee was around 61% (See Table 1).



Based on the data for the eight sectors<sup>1</sup> covered by this report, the overall gender pay gap in India amounts to 25% in 2016. Men earn hourly median gross wage of ₹345.8, whereas women only receive ₹259.8. In comparison to previous years the gender pay gap was 24% in 2014 and 27% in 2015. The largest gender pay gap in 2016 was found in the Transport, logistics and communication (42.4%). The lowest was recorded in the Education and research, where women earned 3.4% more than men (See Table 2).



Employees in wholly domestically owned companies in India reported to earn around ₹190.3 (54.4%) per hour less than employees in partially or completely foreign-owned companies in 2016. In 2014 it was 52.5% less and in 2015 55.9% less. It can be seen that the difference tend to be above 50% (See Table 5).



Median wages earned rise with an increase in size of the companies in terms of number of employees. Companies with less than 10 employees earn a median wage of only around ₹191.5 gross per hour, whereas companies with more than 5000 employees earn around ₹393 (See Figure 2).



Only 19% of employees surveyed received a bonus for weekend or unsocial working hours in the year 2016, and 11% of employees a bonus for overtime work. This can partly but not wholly be explained through compliance with working schedules and simply not working extra hours. The both numbers are the lowest for 2016 as in 2014 and 2015 the bonus for weekend or unsocial working hours was around 20% and overtime bonus was around 15%. (See Table 6)



Although in 2016 77.3% of employees surveyed are satisfied with their job, only 48.4% of them are satisfied with their pay. In previous years the job satisfaction was slightly lower, but satisfaction with the pay had decreased. In 2014 the pay satisfaction was almost 6 percentage points higher than in 2016. (See Table 7)

Overall, in 2016, 58.6% of employees indicated being satisfied with their life as a whole. To comparison in 2014 it was 58.9% and in 2015 it was 62%. (See table 7)

<sup>1</sup>Construction, technical consultancy; Education, research; Financial services, banking, insurance; Healthcare, caring services, social work; ICT services; Legal, market consultancy, business activities; Manufacturing; Transport, logistics, communication

# Contents

1. Introduction	14		
2. About the dataset and definitions	16		
3. The Indian Labour Market – An Overview	18		
3.1. Education	20		
3.2. Gender	21		
3.3. Supervisory position	22		
3.4. Tenure groups	23		
3.5. Ownership of company	24		
3.6. Size of company	25		
3.7. Bonus payments	25		
3.8. Job satisfaction	26		
3.9. Inter-sector comparison of the Indian labour market	27		
4. Sectoral overview	28		
4.1. Construction, technical consultancy	30		
Education	30		
Gender	31		
Supervisory position	32		
Ownership of company	34		
Size of company	34		
Bonus payments	35		
4.2. Education, Research	36		
Education	36		
Gender	37		
Supervisory position	38		
Tenure groups	39		
Ownership of company	40		
Size of company	40		
Bonus payments	40		
Job satisfaction	41		
4.3. Financial services, banking, insurance	42		
Education	42		
Gender	43		
Supervisory position	43		
Tenure groups	45		
Ownership of company	46		
Size of company	46		
Bonus payments	47		
Job satisfaction	47		
4.4. Healthcare, caring services, social work	48		
Education	48		
Gender	49		
Supervisory position	50		
Tenure groups	51		
Ownership of company	52		
		Size of company	52
		Bonus payments	53
		Job satisfaction	53
		4.5. ICT services	54
		Education	54
		Gender	55
		Supervisory position	56
		Tenure groups	57
		Ownership of company	58
		Size of company	58
		Bonus payments	59
		Job satisfaction	59
		4.6. Legal and market consultancy, business activities	60
		Education	60
		Gender	61
		Supervisory position	62
		Tenure groups	63
		Ownership of company	64
		Size of company	64
		Bonus payments	65
		Job satisfaction	65
		4.7. Manufacturing	66
		Education	66
		Gender	67
		Supervisory position	68
		Tenure groups	69
		Ownership of company	70
		Size of company	71
		Bonus payments	72
		Job satisfaction	73
		4.8. Transport, logistics, communications	74
		Education	74
		Gender	75
		Supervisory position	76
		Tenure groups	77
		Ownership of company	78
		Size of company	78
		Bonus payments	78
		5. Worldwide comparison of occupations	80
		6. Conclusion	85
		7. Appendix	86
		8. Bibliography	87

# Introduction

According to the ILO, after a period of economic slowdown from 2011 until 2013, economic growth rates have returned to high rates of 7.6% in 2015-2016. Indian governmental data reports GDP growth at 9.0% for the same period (at constant prices from 2004) (Open Government Data (OGD) Platform India, ND). Especially industrial sectors have grown strongly after the new government's 'Make in India' campaign. The manufacturing sector showed the starkest development in 2014-2016 of more than 13% as reported by the state institutions. The finance, insurance, real estate and business services and the construction sector also grew strongly, by 8.5% and 10.0% in 2014-2015 and 10% and 10.7% in 2015-2016. The agricultural sector increased the least with 4.5%, leading to a transformation of the economic main focus. However, "The challenge continues to be to ensure that economic growth translates into better labour market conditions" (ILO Country Office for India, 2016)."

India and its market have witnessed several structural problems. Since 1960 the population has grown rapidly from 449,661.87 thousand to estimates of 1,311,050.53 thousand in 2015. Gender disparities and cast differences affect educational levels and social benefits. According to the Institute for Human Development the vast informal sector, which comprised of nearly 92% of employees in 2014, offers poor working conditions (Institute for Human Development, 2014). This way companies in the formal sector can push working conditions down: New jobs created in the formal sector are often actually informal as they deprive employees from access to employment benefits and social security. The force participation rate (LFPR) has reduced from 63.7% in 2012-2013 to 55.6% in 2015-2016 (ILO Country Office for India, 2016). The female LFPR was slightly above 30% during the last years. LFPR for men decreased from 80.6% in 2013-2014 to 75.7% in 2015-2016. In addition to that, women hold low-productivity and insecure jobs, receive lower incomes and can be found more often in the informal sector than men (Institute for Human Development, 2014). The poverty rate among workers (the working poverty rate), i.e. the share of workers earning between 1.90\$ and 3.10\$ per day, was at 35% in 2014-2015. 17.9% earned less than 1.90\$ (ILO Country Office for India, 2016). Policy initiatives such as "Make in India" program from November 2014 encourage more foreign owned companies to produce in India. Thus, the need of the hours is to draw a comparison of working conditions of domestic and international companies in India to get better insights.

An assessment of the market itself helps to better understand how these structural issues interact with market structures. It also allows to identify and understand structural strengths and pitfalls that can help to further fortify the recent positive economic developments in the country. The WageIndex Report 2016 constitutes such an analysis including various dimensions. Using wages paid and their division across different sectors to identify and measure crucial discrepancies, issues like gender equity, educational levels, positions within the respective companies, wage developments in relation to the years of service and employees' job satisfaction are investigated from 2014 to 2016.



# About the dataset and definitions

The analysis presented in this report is based on the WageIndicator dataset covering the period of 3 years, from January 2014 to December 2016. This report provides a comparison of wage and working conditions figures for three periods: calendar year 2014, calendar year 2015 and calendar year 2016 (January – December 2016). The wage analysis is based on data collected from Paycheck.in, the Salary Calculator and Monster Salary Index from the aforementioned periods. The sample used for the analysis consists of 20,350 respondents, approximately 85.02% of which are men and 14.98% women. The sample contains only employees; wages of self-employed people are excluded. Employees from different age groups, industries, and various hierarchical positions in their respective occupations are included in the sample.

WageIndicator and Paycheck India regularly survey and evaluate the Indian market. Set up as an online volunteer survey, the data primarily stems from those people with access to the internet and who are interested in completing the questionnaire. Due to this limitation, the data mainly covers India's formal sector (Varkkey & Korde, 2013). The data from the Indian market analysed in this report is classified into eight different sectors: Legal and market consultancy, business activities; Information and Communication Technology (ICT); Health Care, Caring services, Social work;

Education and Research; Financial Services, Banking, Insurance; Transport, Logistics, Communication; Construction and Technical Consultancy; Manufacturing. As the analysed data was gathered online, it has some specific characteristics, such as the sectoral structure of collected observations. The majority of observations comes from these three sectors: Financial services, banking, insurance (23%), Manufacturing (22%), and ICT (18%). Sectors like Agriculture, forestry, fishing; mining, quarrying and Electricity, gas and water supply are not covered.

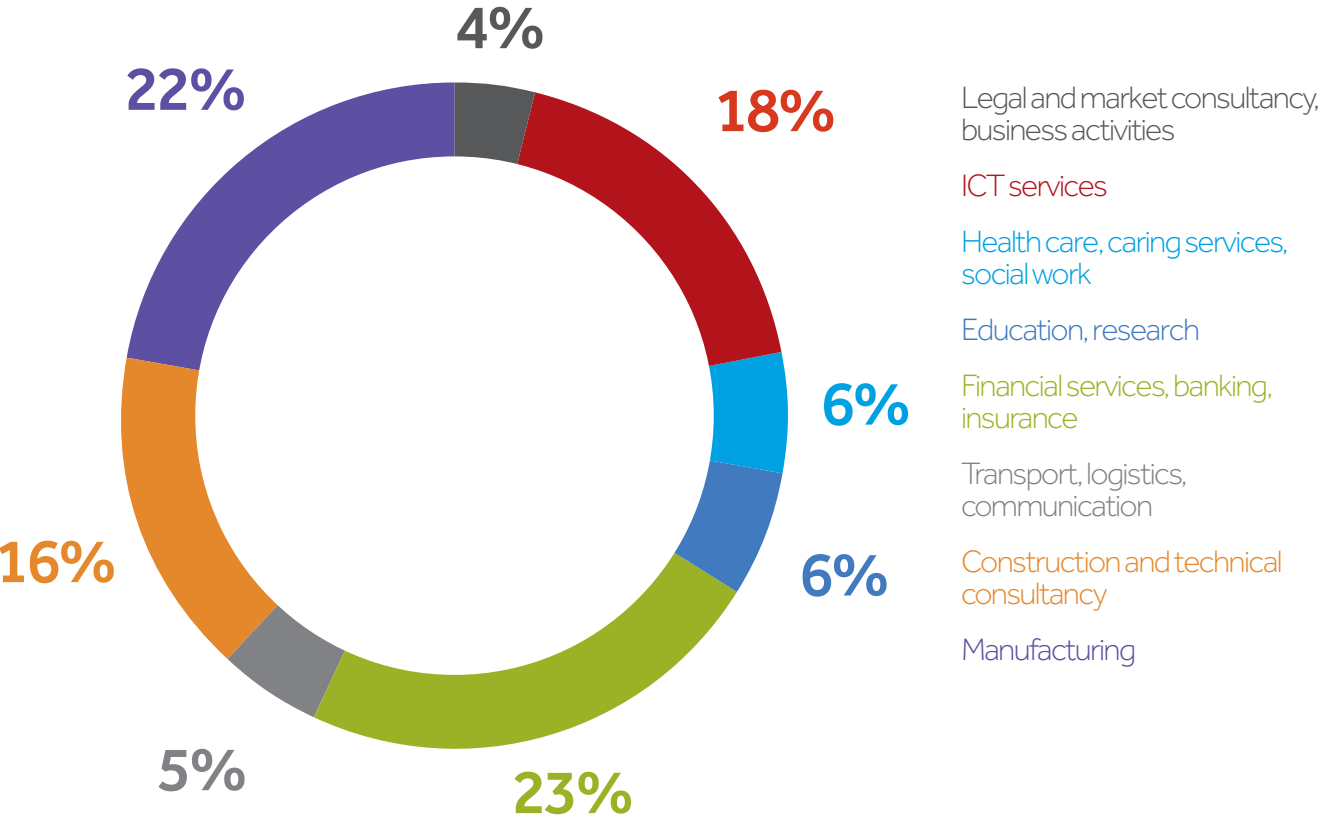


Figure 1: Sample classification per labour sector. Source: WageIndicator

## Gross Hourly Wage and Bonuses

Gross hourly wage, for our purposes, is based and calculated on the grounds of gross wage and working hours reported by respondents. For reporting, the median<sup>2</sup> of gross hourly wage is used. The dataset on which the calculations are based is already cleared of outliers.<sup>3</sup>

## Purchasing Power Parity (PPP)

Is based on differences in prices of goods and services in different countries. Using the PPP index, we can calculate an "international dollar"

with the same purchasing power as the US dollar in the United States. The implied conversion rate defined by the latest World economic outlook (WEO) database of the IMF (October 2016) used for India for the year 2016 is 1:17.237.

## Gender pay gap

Gender pay gap is computed according to the formula (Tijdens & Van Klaveren, 2012):

## Currency

All figures stated in this report are in Indian rupees (INR). In the tables and graphs, no currency symbol is used. In text, the Indian rupee symbol ₹ is used.

PAY GAP

=

MEDIAN WAGE MALE

—

MEDIAN WAGE FEMALE

MEDIAN WAGE MALE

× 100%

It can be interpreted as the percentage difference between male and female median wages.

<sup>2</sup>The median is the numeric value separating the upper half of a sample from its lower half. For example, by definition of the median wage, 50% of the sample earn more and 50% earn less than the median wage.  
<sup>3</sup>Respondents reporting wage significantly lower or higher than usual

# The Indian Labour Market – An Overview



# The Indian Labour Market – An Overview

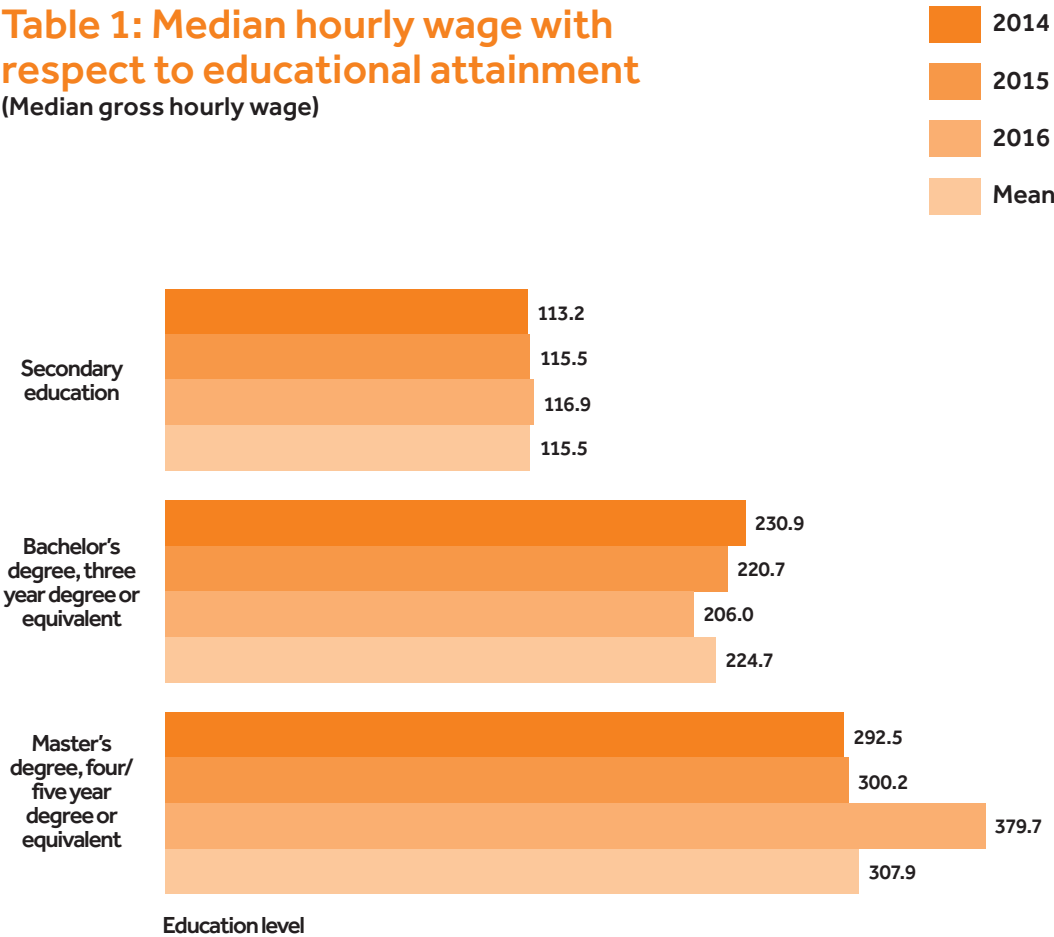
## Education

The level of education is one of the key factors influencing wages in India. As can be seen in Table 1, the more years of education, the higher the hourly wages. On average employees holding a bachelor's degree gain nearly 51.4% more on their wages as secondary education graduates. This trend, however, has weakened since 2014. Wages of employees with secondary education rose by 2% from 2014 to 2015 and by 1.2% in 2016. At the same time wages for bachelor's degree holders or equivalent fell by 4.6% in 2015 and in 2016 by another 7.1%. A gradual wage-equalisation of

secondary education and bachelor's or equivalent degree holders seems to be the case. This hints at a loss of importance of the only bachelor programs. Contrary to this, the importance of a master's degree, a four/five-year degree or equivalent, grew since 2014 and rose significantly in 2016. Hourly wages increased by nearly one fourth from ₹300.2 in 2015 to ₹379.7. They rose strongly above the wage mean for higher university degrees of ₹307.9. On average, master's degree holders

earned another 27.0% more than bachelor graduates. The advantages of higher education become even clearer when comparing wages after secondary education and for master's degree holders (or equivalent). The rates in 2014 and 2015 were relatively stable. Master graduates gained 2.6 times more than secondary education graduates, 160% growth. However, they gained nearly 3.2 times more in 2016, 220% growth. This highlights the growing importance of higher university degrees in India<sup>4</sup>.

Table 1: Median hourly wage with respect to educational attainment (Median gross hourly wage)



Source: WageIndicator Foundation

<sup>4</sup>Due to too few participants, groups of employees with only primary or no education and PhD holders were excluded.

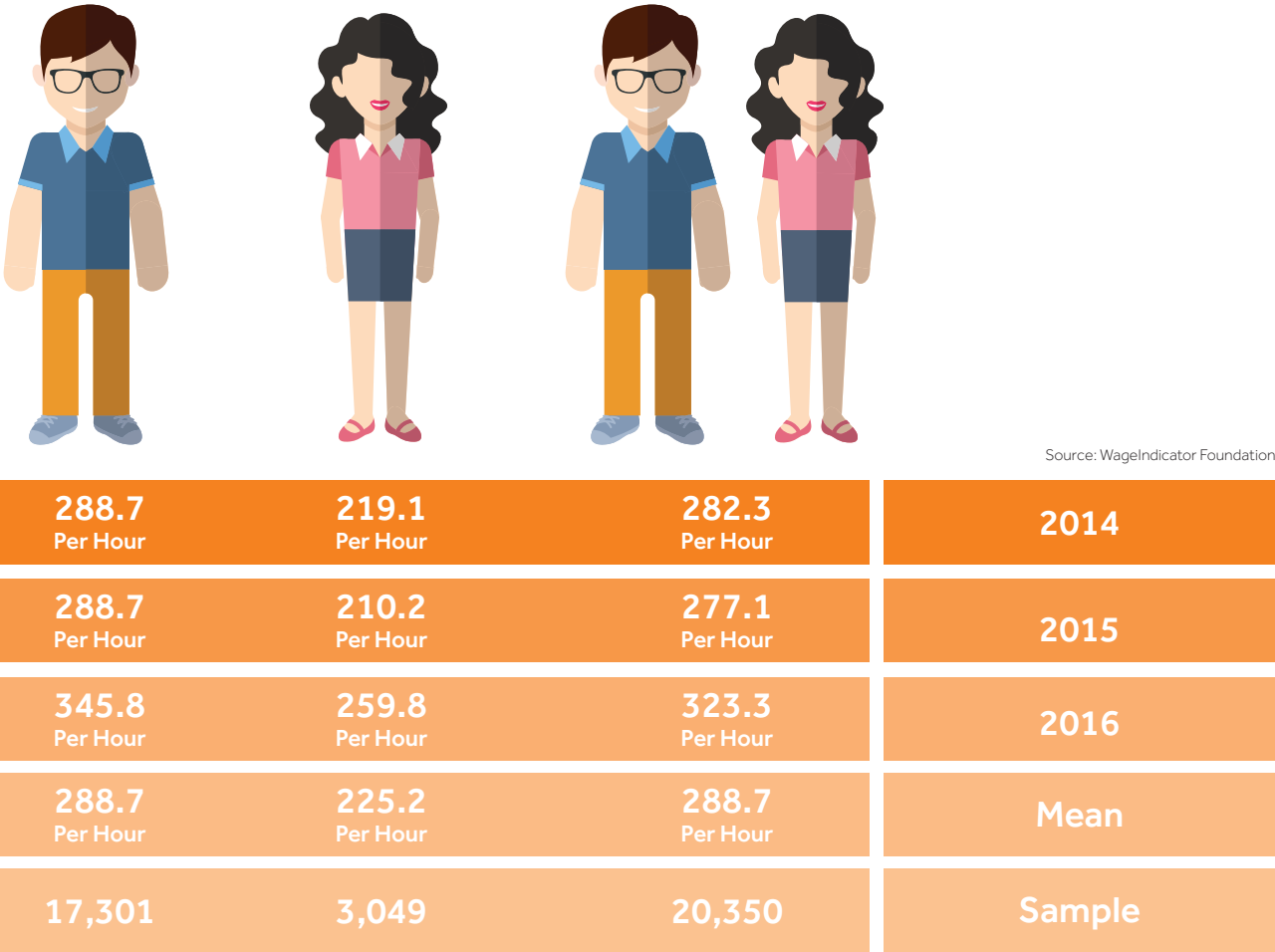
## Gender

Table 2 illustrates the median hourly wage by gender and year. The average hourly wage in India is ₹288.7. However, gender continues to be a significant factor for determining wages in the Indian market. The average wage for male employees was ₹288.7 for both, 2014 and 2015. Until 2016 it increased by ₹57.1 (19.8%) to ₹345.8. Wages of female employees fell by ₹8.9 in 2015 (4.2%) to ₹210.2 but then rose again by ₹49.6 (17.9%) to ₹259.8 in 2016. Despite the stark increase in overall

wages in 2016, on average, female employees earn ₹63.5 less than their male counterparts. This means gender pay gap is at level of 24.8% The difference becomes even clearer when separately looking at the yearly values. The gender pay gap in 2014 amounted to 24.1% but then grew to 27.2% in 2015. In 2016 it fell again to 24.8%, therewith remaining above the level of 2014. As a result, male employees' hourly wages were ₹86.0 higher in 2016 than female employees. Compared to ₹69.6 and ₹78.5 in

2014/2015 respectively, this means an overall increase in wage rates. In sum, women remain strongly underpaid.<sup>5</sup> As women are expected to take on a disproportional share of household and family care, employers expect married women to be more constrained by such obligations, and as a result discriminate against women and prefer men for training and promotion. Child-related career breaks and other socio-cultural factors add to the perpetuation of the gap (Varkkey & Korde, 2013).

Table 2: Median hourly wage by gender and year (Median gross hourly wage)



Source: WageIndicator Foundation

<sup>5</sup>These calculations are based on a predominantly male sample. Of the 17,301 respondents only 3,049 (14.9%) were female employees. This, however, underscores the gender divide, signifying a gap in access to the labour market and/or the internet.

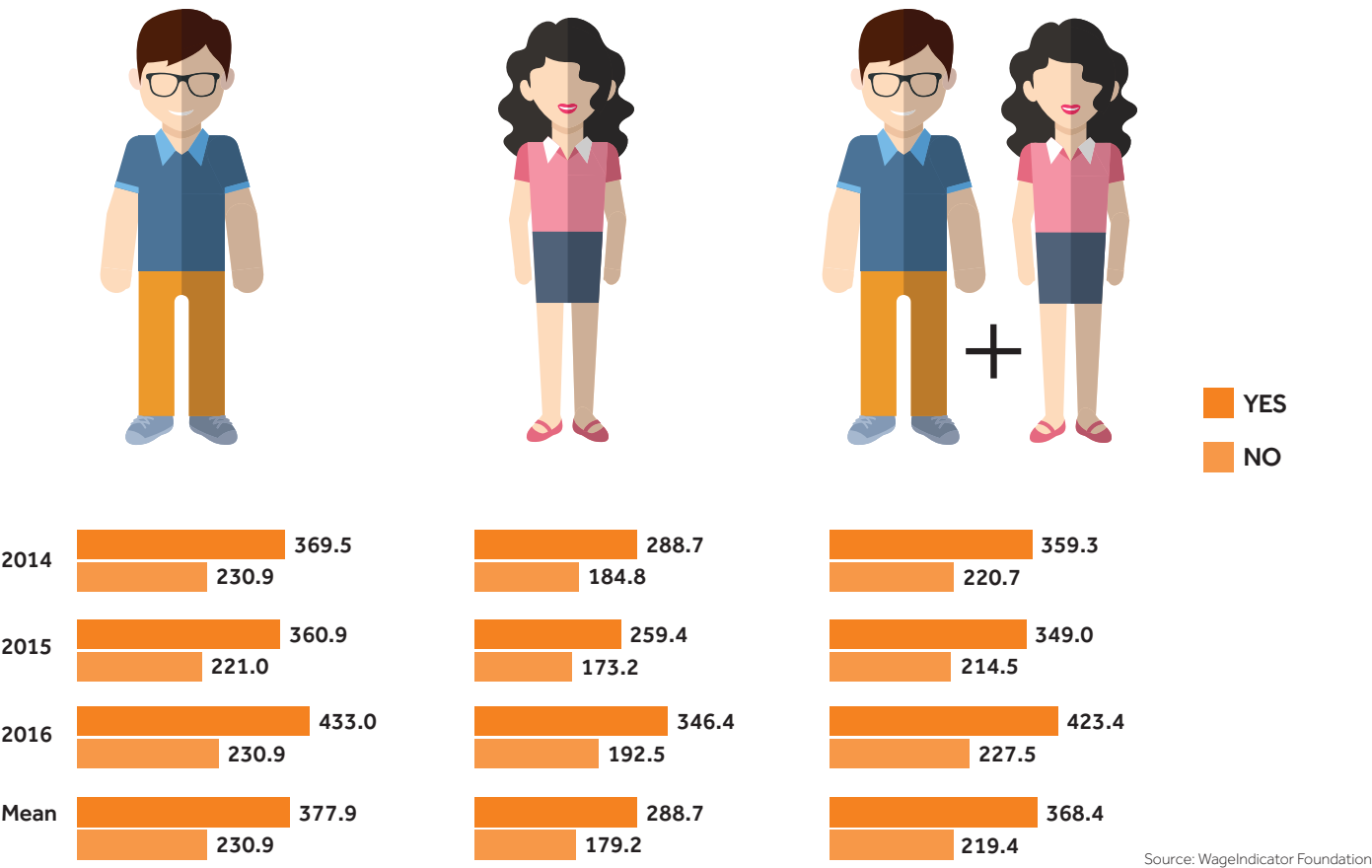
Supervisory position

In Table 3 male and female supervisory positions and wages are presented. On average, employees in supervisory positions earn ₹368.4 per hour compared to ₹219.4 for employees in non-supervisory positions, which amounts to a difference of ₹149.0 or +67.9%. The wage developments reconfirm the concerns about growing income inequality between supervisors and non-supervisors rose in the WageIndex Report India 2015 (Kabina, 2015). In 2016 supervisors earned 48.3% more than non-supervisors, compared to 38.5% in 2015 and 2014.

Non-supervisors do not seem to profit (much) from the economic upswing of the country. Not only are women often put at disadvantage when it comes to filling supervisory positions, but also remain positions remain underpaid by ₹89.2 (30.1%) in supervisory positions. The gender pay gap for non-supervisory positions is ₹51.5 (28.7%). While wages fell slightly in 2015, they rose significantly for both genders in 2016. For male supervisors this meant an increase of ₹72.1 (20.0%). Hourly

wages for non-supervisors rose by ₹9.9 (4.5%). Female employees in supervisory positions experienced a rise in wages of ₹87.0 (33.5%) compared to only 1.1% for female non-supervisors. And the trends have been twofold. The gender pay gap at supervisory level has dropped from 2015 to 2016 by 8.1% percentage points. Contrary to this, the gap at non-supervisory level has grown by 5.0 percentage point between 2015 and 2016.

Table 3: Median hourly wage by supervisory positions (Median gross hourly wage)



Tenure groups

Table 4 illustrates the median wages by tenure groups. As can be seen, wages rise with an increase in the years of service, making experience one of the key factors of wage determination. Absolute wage growth also increases with the years of experience ranging from ₹70.3 between 2 and 3 years up

to ₹184.7 between 10 and 11+ years in the labour market. It is observed that the average relative differences between consecutive tenure groups are more than 30% of wages. Median wages for employees from the 0-2 group have been slightly but constantly decreasing since 2014. The two middle

groups experienced a rise in wages from 2014 to 2015 after a decrease from 2013 to 2014. Wages for 11+ are increasing.

Table 4: Wages by tenure groups

Year		Share				Median gross hourly wage			
Experience	0-2	3-5	6-10	11+	0-2	3-5	6-10	11+	
2014	10%	16%	20%	12%	135.7	202.7	346.4	513.2	
2015	5%	7%	10%	7%	127.6	200.1	317.6	513.2	
2016	2%	3%	4%	5%	124.6	205.3	326.5	519.6	
Total	17%	26%	34%	23%	131.8	202.1	334.9	519.6	

Source: WageIndicator Foundation

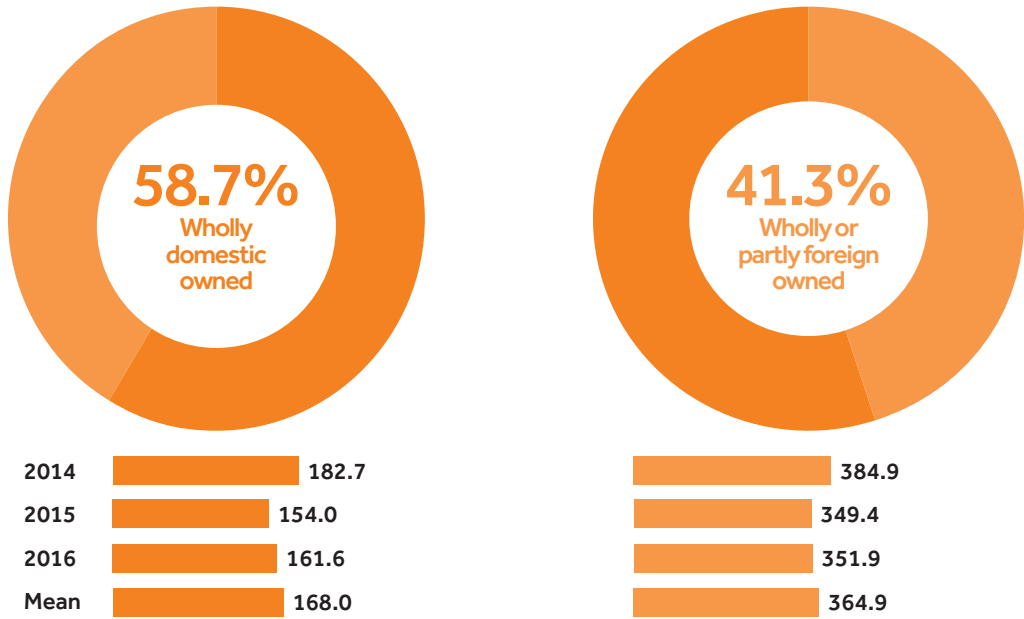
Ownership of company

As can be seen in Table 5, wages paid in foreign or partly foreign companies are more than twice as high as those paid in wholly domestically owned companies (+117.2%). Overall, domestic wages in 2016 stabilized slightly below the level of 2014. Despite the increasing economic growth in 2015, wages decreased by ₹28.7 (15.7%) per hour between 2014 and 2015 in domestic wages.

At the same time, wages in foreign or partly foreign owned companies dropped by ₹35.4 (9.2%). Due to these developments the difference in hourly wages of domestic and foreign wages shrank from ₹195.5 (55.6%) in 2015 to ₹190.3 (54.1%) in 2016. Reasons for the difference in payment could be foreign and multinational companies' orientation towards global

markets and markets in high-income countries. Goods can be sold at higher prices than in the domestic market. This generates higher revenues than for Indian domestic companies. These assumptions are confirmed through data collected by WageIndicator.

Table 5: Median wages per company ownership



Source: WageIndicator Foundation

Size of company

Figure 2 shows the median wages by company size. The size of the company played a significant role in the median wages in 2014 and 2015. Wages rise with an increase in size of the company. The picture slightly changes in 2016. Wages are highest in companies with 50-200 employees with around ₹404.2 per hour. Lowest wages are paid in companies with less than 10 and between 200 and 1000

employees. Both are at about ₹200. Median wages seem to have decreased in companies with 200-1000 employees since 2014. In general, however, a tendency towards large companies paying higher hourly wages as compared to small companies can still be observed. As larger companies are often (partly) foreign-owned this reconfirms

the findings from 3.5. Additionally, companies with continuously higher revenues (and thus the ability to pay higher wages) often simultaneously experience growth.

Figure 2: Median gross hourly wages by company size (number of employees):



Source: WageIndicator Foundation

Bonus payments

Table 6 shows percentage of employees receiving bonuses in their last wage. Around 10% of companies pay additional for extra work. On average only 20.5% acknowledge

unsocial hour's bonus/ weekend allowance and even fewer pay overtime bonus (14.3%). For 2016, the number has further decreased in both cases in comparison to the last year.

While the decrease was only marginal in the former case, the decrease in extra-paid overtime hours was much stronger.

Table 6: Additional pay for extra work

Bonuses received in last wage	Median monthly benefit received							
	2014	%	2015	%	2016	%	Mean	%
Unsocial hours bonus / Weekend allowance	450	20.5	500	21.6	237.5	18.5	448.9	20.5
Overtime bonus	1000	14.6	1000	15.7	197	10.7	948.5	14.3

Source: WageIndicator Foundation

Job satisfaction

Table 7 illustrates employees’ job and life satisfaction. With workers spending almost one third of their time at the work place, it is essential to understand and study job satisfaction (Guzi & Pedraza, 2013). Understanding employees’ satisfaction at work is crucial for employers to control attrition rates (Varkkey & Korde, 2013). Additionally, it is a good indicator for the perceived adequacy of working conditions.

All in all, employees seem to be rather satisfied with their jobs and overall job satisfaction has registered an

increasing trend from year to year. Relationships to co-workers and the relationship to superiors score highest and has been growing over the years, passing the 80% threshold. Relatively high and also growing satisfaction (above 70% in 2016) was stated for job security, work environment and working hours. On the other hand, satisfaction with payment, commuting time and work-life balance decreased from 2015 to 2016. Pay satisfaction decreased below the 50% level. This means that, with the exception of pay, conditions at work seem to improve

while conditions surrounding work (commuting time, work-life balance) are increasingly problematic.

Out of the three years compared, satisfaction with life as a whole scored lowest in 2016 (58.6%). This value is only 0.3 percentage point lower than in 2014; the values seem to remain around 60%. This percentage, however, is not directly associated with the job-related indicators as the methodology for the calculation of life satisfaction is different.<sup>6</sup>

<sup>6</sup>For all the job-related satisfaction questions, respondents are asked to rate their satisfaction level on a scale from 1 – highly dissatisfied to 5 – highly satisfied. For the satisfaction with life as-a-whole question, respondents are asked to rate on a scale from 1 to 10. To assess a percentage of satisfied respondents in terms of yes/n WageIndicator considers answers from 3 to 5 on the five-point scale as satisfied (60% of the 5 options) and answers from 6 to 10 on the ten-point scale as satisfied (50% of the 10 options). Due to this different number and percentage of options considered satisfied, one may not compare the results of the satisfaction with life question and any of the job-related satisfaction questions.



Table 7: Satisfaction with work and life

Satisfaction with	Share of respondents satisfied		
	2014	2015	2016
Job	74.5	77.1	77.3
Pay	54.2	53.7	48.4
Commuting time	73.7	74.5	71.6
Work-life balance	70.8	75.6	71.5
Job security	67.4	67.9	73.3
Work environment	69.8	74.8	76.8
Working hours	74.8	78.1	78.6
Relationship to colleagues	84.8	87.1	91.1
Relationship to superiors	80.1	82.9	86.3
Life as-a-whole <sup>6</sup>	58.9	62.0	58.6

Source: WageIndicator Foundation

Inter-sector comparison of the Indian labour market

The variation in wages across the eight sectors in India investigated in this report is depicted in Table 8. According to the sample, in 2016, the highest respondents were in the Financial services, banking and insurance (23.3%) and Manufacturing sector (22.1%). Four of the eight sectors each only make up for around 5% of the sample. The Legal, market consultancy, business activities sector (4.3%), followed by Transport, logistics, communication (4.9%), Healthcare,

caring services, social work (5.8%) and Education, research (6.1%). While hourly median wages in these marginal sectors can be found at the lower half of the spectrum, the booming sector of manufacture pays the second lowest wages in India. Lowest wages have been paid in the manufacturing ₹211.7 in 2016. While wages were highest in the ICT sector until 2015, it has been superseded by the financial services, banking and insurance sector in 2016.

The latter has seen the highest wage increase, +₹125.1 (40.6%) within one year. However, ICT services still score second with a median hourly wage of ₹386.8, a plus of 12.8%, followed by the Construction, technical consultancy sector paying ₹288.7 per hour. In general, median hourly wages increased in 2016 in all sectors except for Manufacturing (-19.1%) and Transport, logistics, communication (-0.9%).

Table 8: Wages by sector

Source: WageIndicator Foundation

Sector	Share of sample	Median gross hourly wage		
		2014	2015	2016
Construction, technical consultancy	15.7%	274.2	283.4	288.7
Education, research	6.1%	179.3	195.0	242.5
Financial services, banking, insurance	23.3%	307.9	307.9	433.0
Healthcare, caring services, social work	5.8%	240.6	227.7	242.5
ICT services	17.8%	343.9	337.3	386.8
Legal, market consultancy, business activities	4.3%	259.8	248.7	277.1
Manufacturing	22.1%	251.9	252.1	211.7
Transport, logistics, communication	4.9%	269.4	259.8	257.4
Total	100.0%	282.3	277.1	323.3

Wages across sectors shall be examined more closely in the next section of this report. Comparative

categories are: education, gender, supervisory positions, tenure experience, size and ownership

structure of companies. Additionally, extra pay for extra work and job satisfaction are investigated.



Sectoral  
overview

# Construction and Technical Consultancy

According to Indian governmental data, GDP in the Construction sector increased from 8.0% in 2013/2014 to 10.0% in 2015/2016 (Open Government Data (OGD) Platform India, ND). In the fiscal year 2016, the labour -intensive sector was the second-largest employer after the agricultural one with about 35 million people. After the service sector, it was the second-biggest recipient of foreign direct investment ( EMIS 2016). The share of construction workers in the overall sample was 3187 observations, what is 15.7% of overall data intake.

The median gross hourly wages were ₹274.2 in 2014, ₹283.4 in 2015 and

### Education

As Table 9 shows, hourly median wages in the Construction and technical consultancy sector increase with an additional level of education.

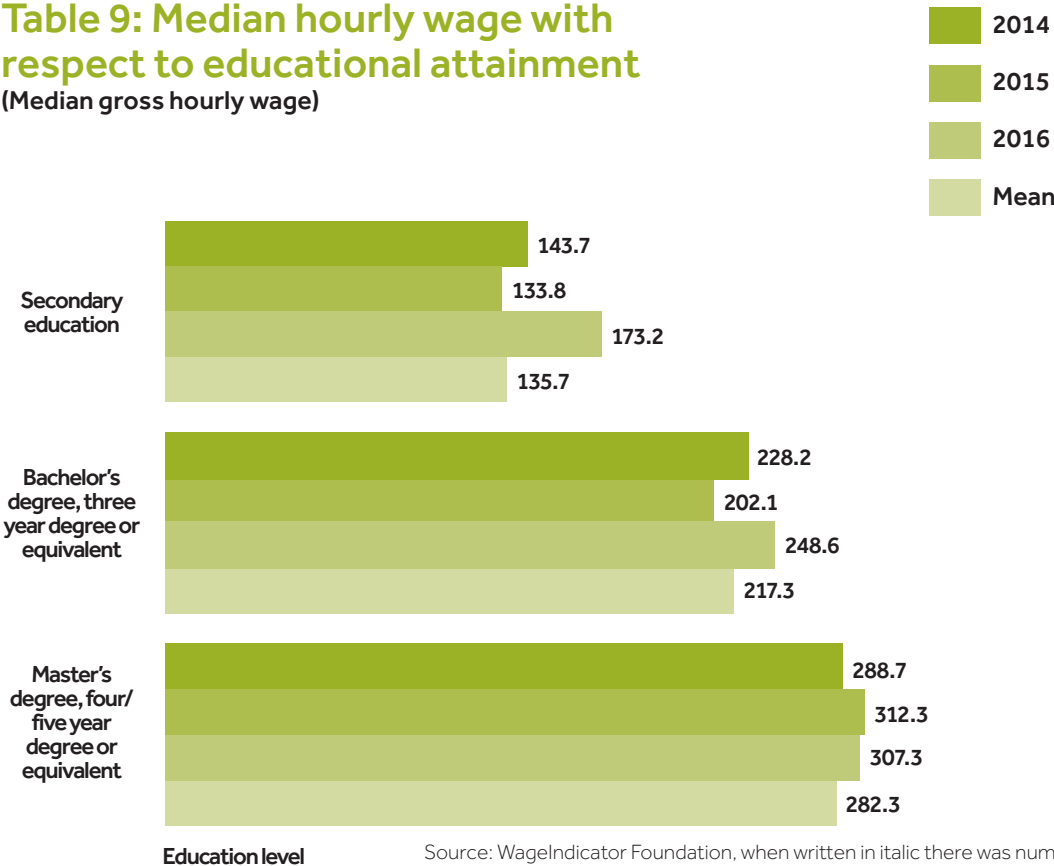
On average, between 2014 and 2016 employees holding a bachelor's degree or equivalent earned ₹81.6 (+60.1%) more than employees with secondary education only. Master's degree or equivalent holders gained another ₹65.0 (+29.9%) more than bachelor graduates. This means that employees with a master's degree or equivalent earn more than double the hourly wage of an employee with secondary education only (+108.0%). Since, the gap is biggest between secondary school graduates and employees holding a bachelor's degree, one more degree after finishing secondary school pays off the most.

However, when comparing wages over time, a master's degree or equivalent offers the greatest financial security. While median wages in the first two categories decreased in 2015, by ₹9.9 and ₹26.1, wages for master's degree holders grew by ₹23.6 an hour. Possible reasons include the bigger

responsibilities and skills required in jobs held by master's graduates. This makes them less replaceable in the company. Positions requiring less skills, typically held by employees with lower education levels, have greater job fluctuation and, therefore, provide fewer wage and job security.

In 2016 not all wages increased above the previous levels from 2014 and 2015. However, advantages of higher education persist. Wage growth for secondary education amounted to ₹39.4 (29.5%) and wage growth for bachelor's degree holders to ₹248.6 (23.0% more). Relative increases for master's degree holders were smaller in 2015 it was 8.2% and in 2016 it even decreased by 1.6%.

Table 9: Median hourly wage with respect to educational attainment (Median gross hourly wage)



Source: WageIndicator Foundation, when written in italic there was number of observation between 10 and 20



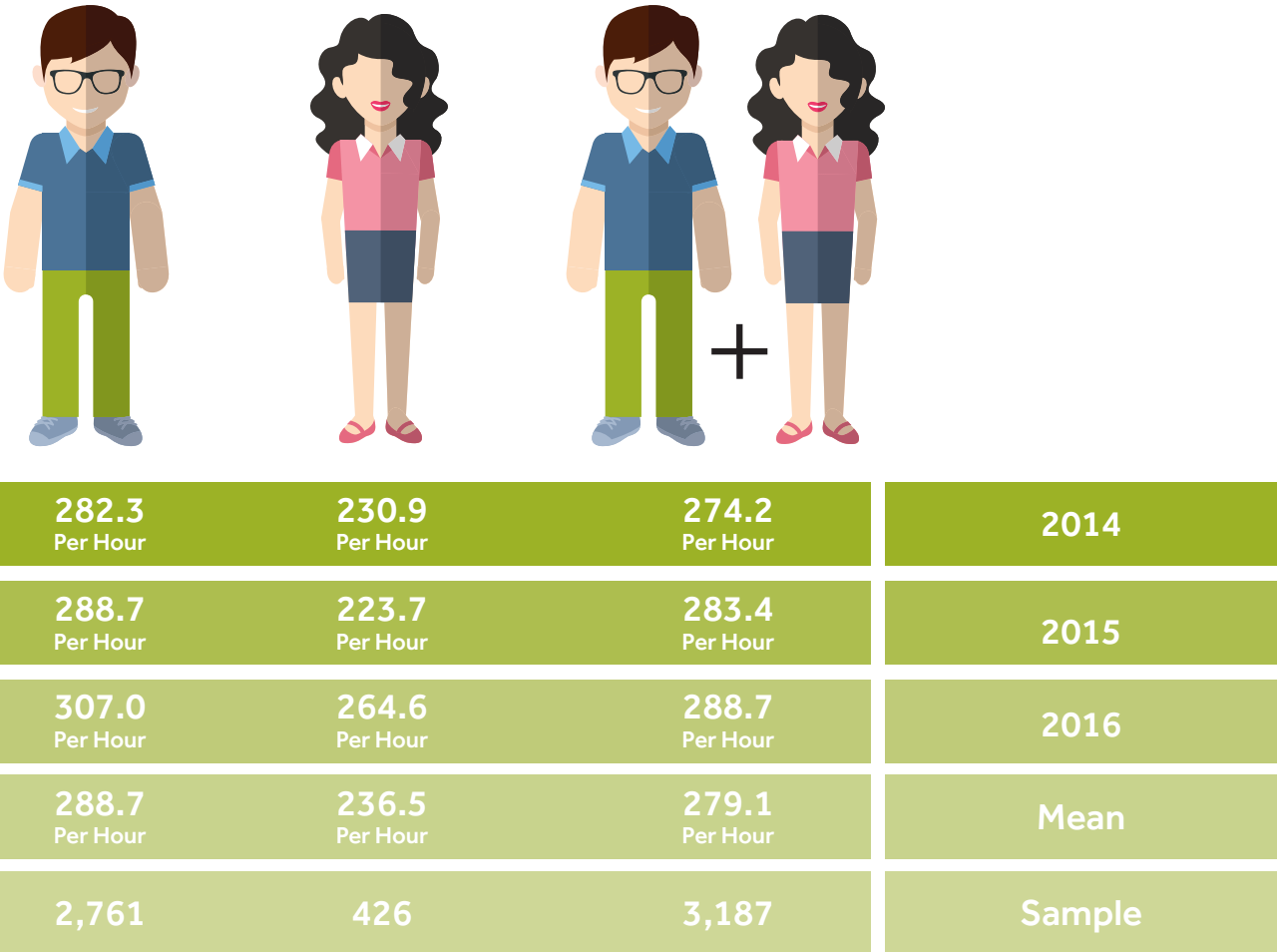
### Gender

Table 10 illustrates the median hourly wage by gender. In the sample period between 2014 and 2016, wages for men and women have increased. On average, however, men earned ₹52.2 more than women. Thus, there is a gender pay gap of 18.1%.

In the observed period men witnessed a minor wage increase of ₹6.4 (2014/2015) and a major increase of ₹18.3 (2015/2016). Contrary to this, wages for female employees first decreased by ₹7.2 to then grow strongly by ₹40.9. Hence, it is not

surprising that the gender gap was biggest in 2015 with 22.5%. Again, the difference in representation of genders in the sample needs to be noted (86.6% compared to 15.4%).

Table 10: Median hourly wage by gender and year (Median gross hourly wage)



Source: WageIndicator Foundation

Supervisory position

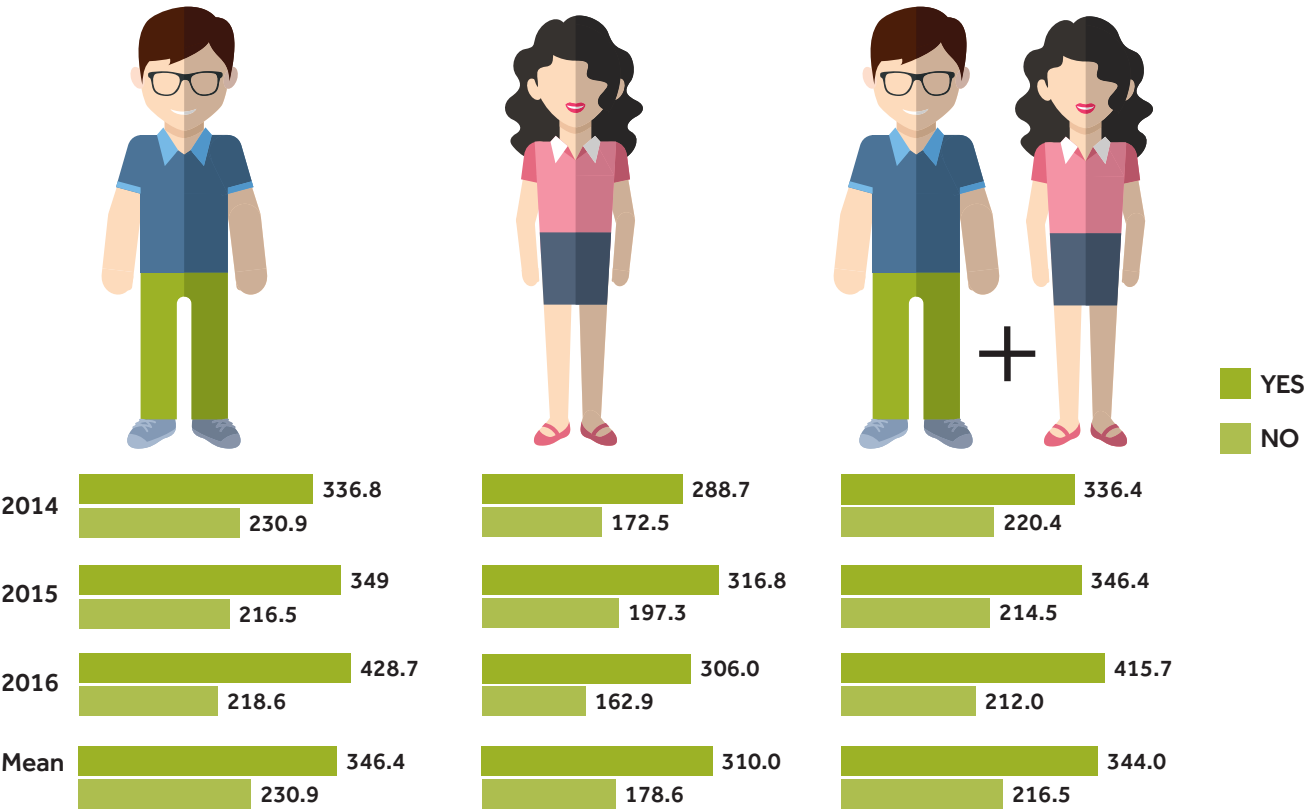
When looking at the median hourly wage for supervisory and non-supervisory positions as presented in Table 11, one notices significant differences between the two levels. On average, supervisors earn ₹127.5 (37.1%) more than non-supervisors. Male non-supervisors gain ₹52.3 (29.3%) more than female supervisors. When comparing hourly median wages for male and female supervisors

between 2014 and 2016, males still earn more, but the gap diminishes to ₹36.4, meaning 11.7%.

These trends turn when comparing the different years. While the gender pay gap at supervisory level still amounted to 14.3% in 2014, according to our sample, in 2016 female supervisors earn 28.6% less. While males in supervision position

wages grew by "only" 27.3% in years 2014 to 2016, female wages in the same position and same time frame grew 6%. At non-supervisory level, for both genders there is decrease over years 2014 to 2015, for female that is decrease of 3.8% and for male it is decrease of 5.3%.

Table 11: Median hourly wage by supervisory positions  
(Median gross hourly wage)



Source: WageIndicator Foundation



Tenure groups

Table 12, comparing wages by tenure groups, reconfirms general findings that wages rise strongly with more years of service in the labour market. Again, on average, the wage difference in every pair of consecutive tenure groups is around 50%. From 2014 to 2016 wages have risen in every group except for job beginners and employees with 3-5 years of work experience. For job beginners median

hourly wages dropped by ₹23.1 (-16.7%) in 2015 to then rise by only ₹4.8 (+4.2%) in 2016. For employees with 3-5 years of work experience median hourly wages rose by ₹10.7 (+5.2%) in 2015 to then drop by almost exact ₹10.8 (5.0%). Wages also shrank in 2015 in the 6-10 and 11+ categories but at ever smaller rates. Median hourly wages grew

significantly in 2016. Generally, it can be said, the more years of experience, the higher the raise alias the smaller the losses in 2016 (0-2: +4.2%; 3-5: -5.0%; 6-10: +12.5%; 11+: +31.7%). In 2016, employees with 11+ years of experience earned ₹495.6 more than job beginners, meaning a median hourly wage increase of nearly 312.0%.

Table 12: Wages by tenure groups

Year	Share				Median gross hourly wage			
Experience	0-2	3-5	6-10	11+	0-2	3-5	6-10	11+
2014	12%	16%	21%	11%	138.6	205.3	346.4	469.1
2015	5%	7%	10%	7%	115.5	216.0	333.6	467.5
2016	2%	3%	4%	3%	120.3	205.2	375.3	615.9
Total	19%	27%	34%	20%	128.3	207.9	343.9	481.1

Source: WageIndicator Foundation



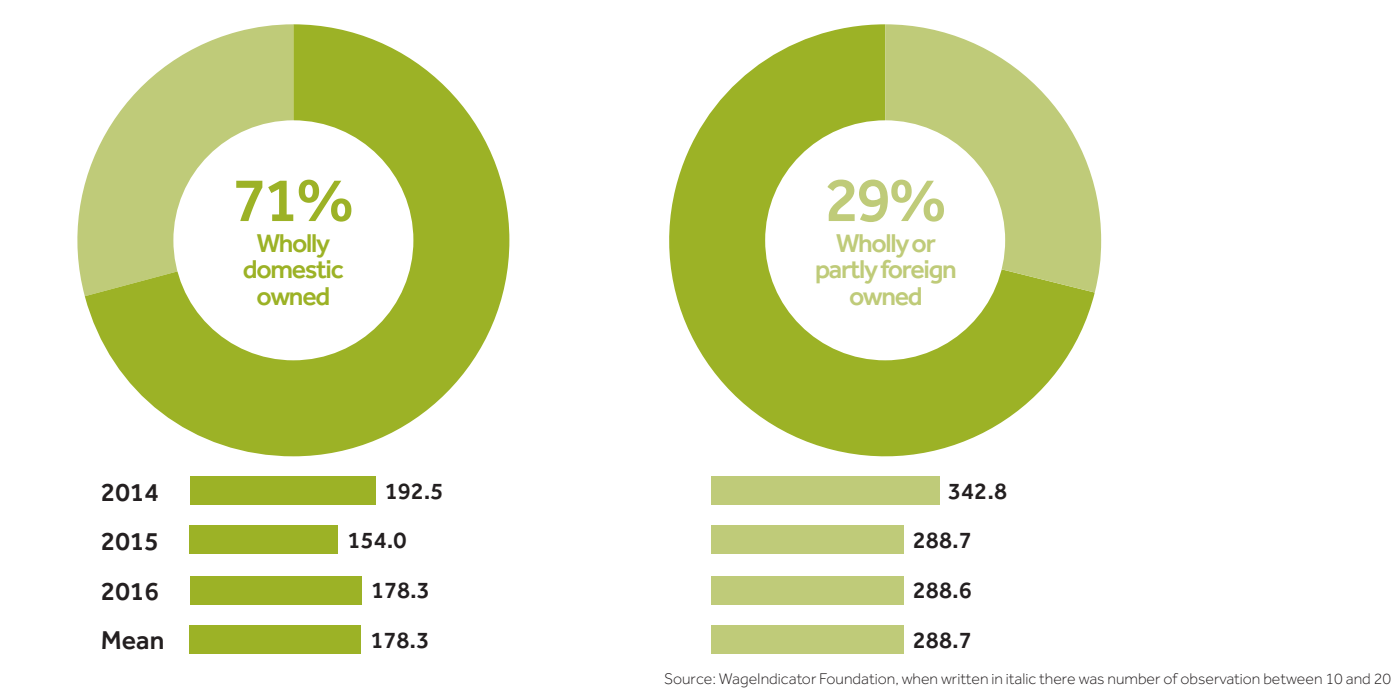
Ownership of company

Table 13 illustrates median wages in relation with company ownership in the Construction and technical consultancy sector. Employees in wholly domestic owned companies earn ₹178.3 hourly median wage on average, whereas employees in wholly or partially foreign owned companies

earn ₹288.7. Wages dropped in 2015 by 20% (domestic companies) and 15.8% (foreign companies). The domestic companies stabilized at previous levels of slightly below ₹180 in 2016. Contrary to that, wages received in wholly or partly foreign-owned companies remained at the

2015-level. Even though the pay gap between domestic- and foreign- or partially foreign-owned companies decreased from 43.8% in 2014 to 38.2% in 2016, the difference in wages remains highly significant.

Table 13: Median wages per company ownership



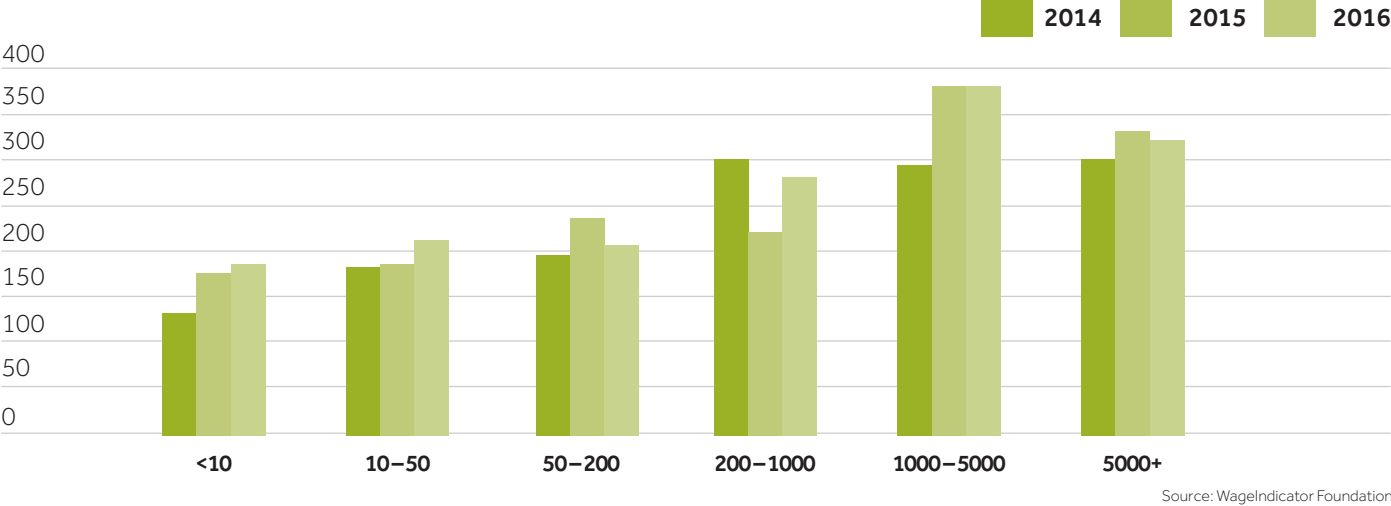
Size of company

Figure 3. The size of a company remains important for the wages paid also in this sector. Unlike in the general sample, however, wages grow more clearly with the company size.

The smallest category of companies with less than 10 employees has wages at ₹192.5 per hour on median. In companies with 200 to 1000 employees earn around ₹216.5.

Wages in the first three smallest and three largest company sizes seem to harmonise forming two different income groups.

Figure 3: Median gross hourly wages by company size (number of employees):



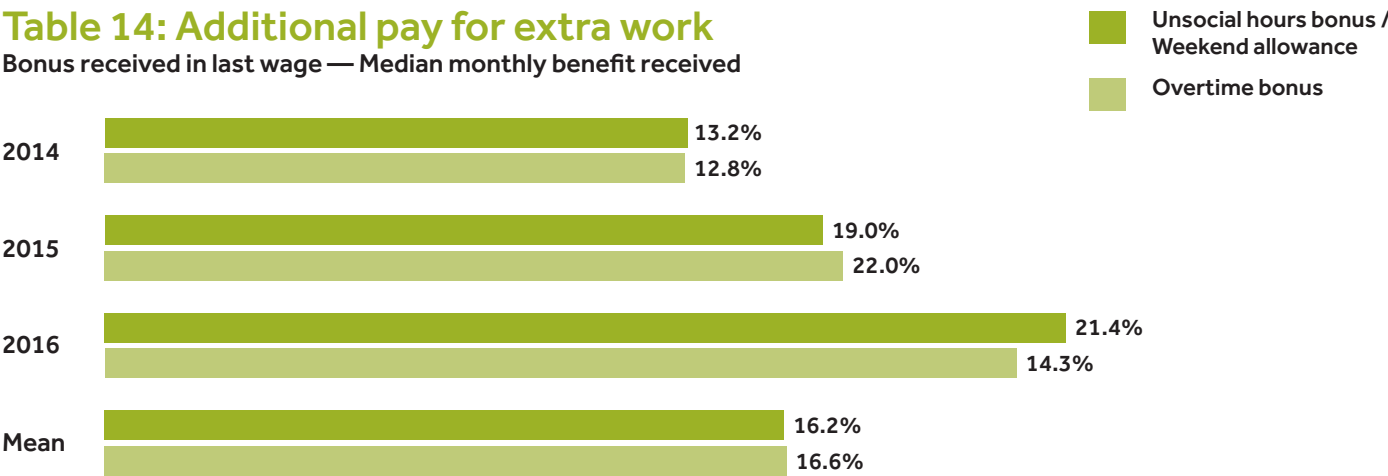
Bonus payments

The results presented in Table 14 regarding additional pay for extra work differ from the mainstream results. In this sector, unsocial hour's bonus/ Weekend allowances and overtime bonus were on average nearly the

same. The former was slightly higher in 2014 (13.2% vs. 12.8%) and about one third higher in 2016 (21.4% vs. 14.3%). Percentages flipped over in 2015 with unsocial hours bonus and weekend

allowances in 19.0% and overtime bonus in 22.0%. Overall, appreciation of extra time has improved in both cases during the observed period.

Table 14: Additional pay for extra work  
Bonus received in last wage — Median monthly benefit received



Job satisfaction

The analysis of job satisfaction in the Indian construction and technical consultancy sector illustrates that employees are highly satisfied with the relationship with their colleagues. As in the general sample, relationships with superiors are highly rated and stay above the 80% threshold. Most other

values remain above the 65% level. All in all, work-life balance (83.8%) and job security (56.8%) differ the most from the general sample. Work-life balance-satisfaction increased gradually every year since 2014.

Employees in this sector are slightly more satisfied with their job in general. This was especially the case in 2015 when scores reached the 85.5% level compared to 79.5% in the general sample.

Table 15: Satisfaction with work and life<sup>7</sup>

Satisfaction with	Share of respondents satisfied		
Year	2014	2015	2016
Job	76.2	85.5	79.5 <sup>8</sup>
Pay	51.6	57.7	35.1
Commuting time	70.2	76.3	75.7
Work-life balance	70.0	75.0	83.8
Job security	64.7	69.2	56.8
Work environment	66.4	79.2	70.3
Working hours	70.5	80.3	80.6
Relationship to colleagues	87.4	89.5	57.9
Relationship to superiors	82.5	92.2	84.4
Life as-a-whole*	56.3	58.9	51.3

Source: WageIndicator Foundation

<sup>7</sup>For all the job-related satisfaction questions, respondents are asked to rate their satisfaction level on a scale from 1 – highly dissatisfied to 5 – highly satisfied. For the satisfaction with life as-a-whole question, respondents are asked to rate on a scale from 1 to 10. To assess a percentage of satisfied respondents in terms of yes/no, WageIndicator considers answers from 3 to 5 on the five-point scale as satisfied (60% of the 5 options) and answers from 6 to 10 on the ten-point scale as satisfied (50% of the 10 options). Due to this different number and percentage of options considered satisfied, one may not compare the results of the satisfaction with life question and any of the job-related satisfaction questions.  
<sup>8</sup>NA is set for 20>observations.

# Education and Research

In the Education and research sector, the overall sample of observations was only 1,245, meaning that the sample was not large enough to make comparisons in all categories of employees. The same categories of employees can be compared in most cases, but one may find exceptions where the data sample was simply insufficient to allow any meaningful comparison and findings.

The median gross hourly wages in this sector were ₹179 in 2014, ₹195 in 2015 and ₹204.1 in 2016. However, one must be aware that a quite low sample (6.1% of the overall

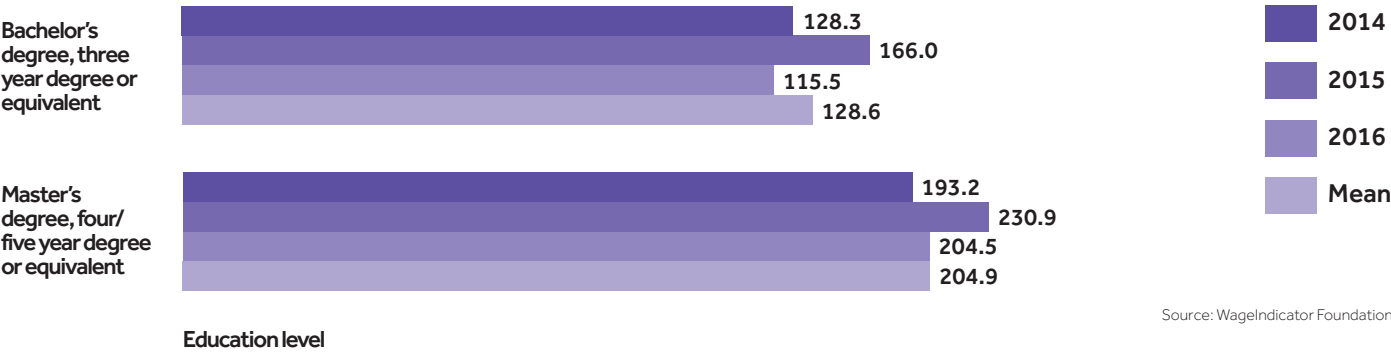
participants) may have significantly influenced the results.

## Education

The data sample was not sufficient regarding employees with secondary education, the sample for bachelors is sufficient, but still low (246 observations). Therefore, only the comparison of two educational levels is possible: bachelors and masters. Master's degree holders (₹204.9 per hour) earn 59.3% more than bachelor's degree holders (₹128.6 per hour) in median. Table 16 shows that

wages in the education and research sector have risen significantly in 2015, regardless of the employees' educational level. This rise was 29.4% for bachelor's degree holders and 18.0% for master's degree holders. In 2016, however, wages fell again to or, in the case of bachelors, below 2014-values. It is important to bear in mind that these finding might have been influenced by the small bachelor sample. The results for master's degree holders are more reliable.

Table 16: Median hourly wage with respect to educational attainment (Median gross hourly wage)



Source: WageIndicator Foundation



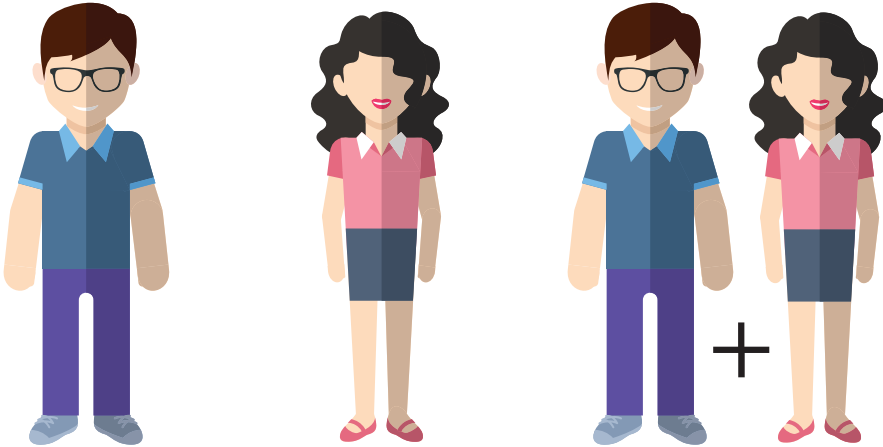
## Gender

In the education and research sector the gender pay gap amounts to 14.7% on average. It is nearly 10 percentage points below the overall level of 25%. Hourly median wages for men have

risen by 7.0% from ₹190.5 to ₹203.8 between 2014 and 2016. Women also gained more in 2016 than 2014 as much as ₹50.5 (32.8%). The gender pay gap decreased from 19.2% and

13.1% in 2014 and 2015 to -3.4% in 2016. Again, the low number of respondents must be taken into account.

Table 17: Median hourly wage by gender and year (Median gross hourly wage)



190.5 Per Hour	154.0 Per Hour	179.3 Per Hour	2014
202.1 Per Hour	175.6 Per Hour	195.0 Per Hour	2015
203.8 Per Hour	204.5 Per Hour	204.1 Per Hour	2016
195.4 Per Hour	166.6 Per Hour	184.9 Per Hour	Mean
901	344	1,245	Sample

Source: WageIndicator Foundation



Supervisory position

Table 18 compares median hourly wages of employees in supervisory and non-supervisory positions and gender.

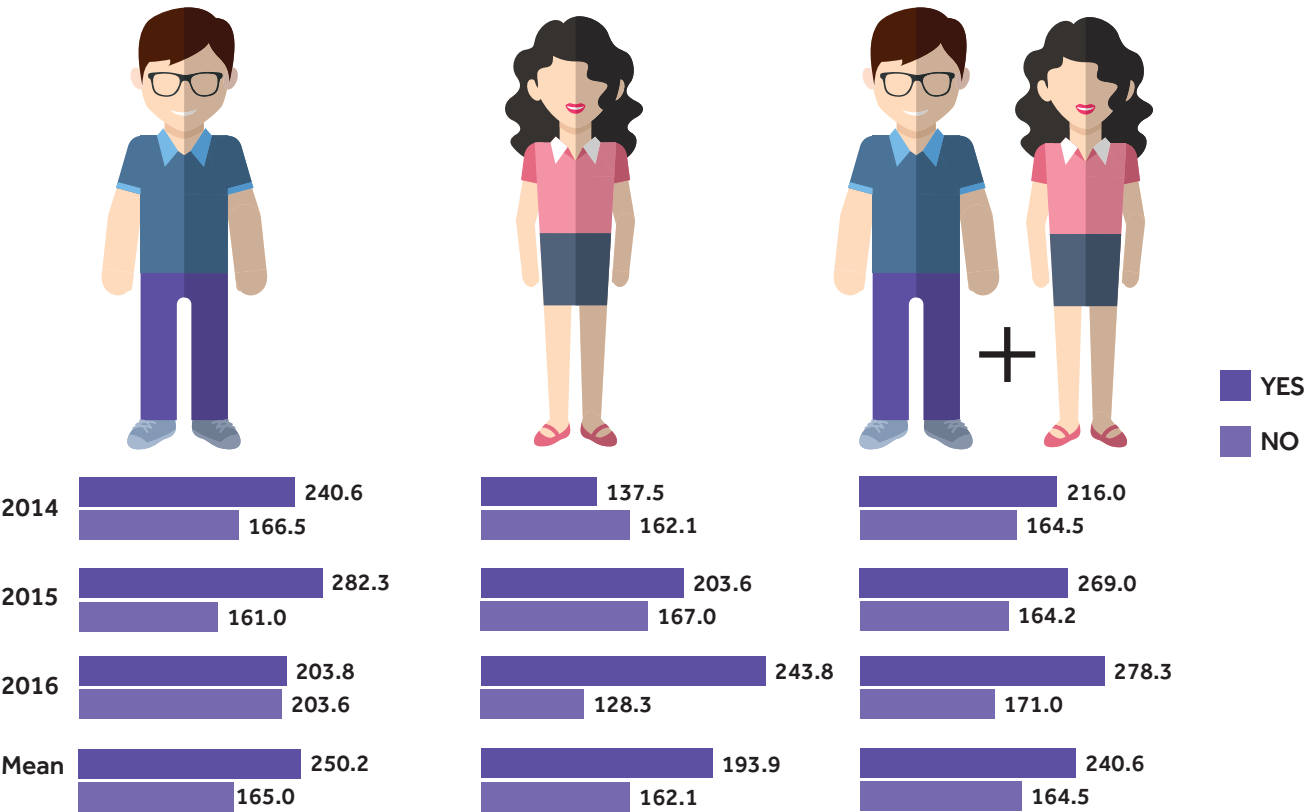
On average, supervisors earn ₹76.1 (46.3%) more than non-supervisors. These findings hold when considering the gender of the employees. However, while female and male employees in non-supervisory positions earn nearly the same (₹162.1 and ₹165.0), female

supervisors only earn ₹31.8 more than their subordinates. Male supervisors gain ₹85.2 more than male non-supervisors. The results are less clear when looking at single years. Non-supervisory employees even gain more than supervisory employees in some cases (see e.g. female 2014). Again, conclusions are probably biased because of the small sample size.

Wages in non-supervisory positions were nearly the same for men and

women in 2014 and 2015 (–₹3.3 and +₹3.0). The results for supervisory positions do not allow for a clear conclusion. In 2014 and 2015, male supervisors earned ₹103.1 and ₹78.7 more per hour than female supervisors. This resulted in a gender pay gap of 42.9% and 27.9%, respectively. Observations for female employees were too few in 2016, but they indicate a big growth of the wages in supervision position.

Table 18: Median hourly wage by supervisory positions  
(Median gross hourly wage)



Source: WageIndicator Foundation, when written in italic there was number of observation between 10 and 20



Tenure groups

Also in the Education and research sector, wages rise with longer participation in the labour market. The only exception is the +11 years-group in 2015, where wages fall slightly under the levels of the 6-10 years-category. This again could be due to the small size of the sample and the few participants in 2015. In all other

cases, employees with 11+ years of experience earn about three times more than job beginners (₹331.4 vs. ₹115.5) for the time period between 2014 and 2016.

Over time, the 3-5 tenure group and job beginner (only in 2016) experienced the only decrease in

hourly median wages. All other wages have risen (0-2: +₹16.4 and +27.8%; 3-5: –₹18.9 and –10.0%; 6-10: +₹165.1 and +74.5%, 11+: +₹231.7 and +72.8%). These findings suggest that more experience does not only pay off in terms of absolute wage (increases) but that these are also relatively higher.

Table 19: Wages by tenure groups

Year	Share				Median gross hourly wage			
Experience	0-2	3-5	6-10	11+	0-2	3-5	6-10	11+
2014	16%	15%	16%	10%	103.9	189.9	221.7	318.2
2015	7%	9%	10%	5%	132.8	165.7	288.7	285.5
2016	3%	3%	3%	3%	120.3	171.0	386.8	549.9
Total	26%	27%	29%	18%	115.5	175.6	256.6	331.4

Source: WageIndicator Foundation



Ownership of company

The education sector is specific in this case. A large majority of educational institutions and research organisations are domestically owned, either public or private. There are only few private foreign-owned educational institutions and research organisations. Therefore, the sample for domestic owned companies is quite sufficient (182 observations), but for foreign-owned educational and research institutions we only have 27 observations in this period. The median wage reported by employees of domestically owned

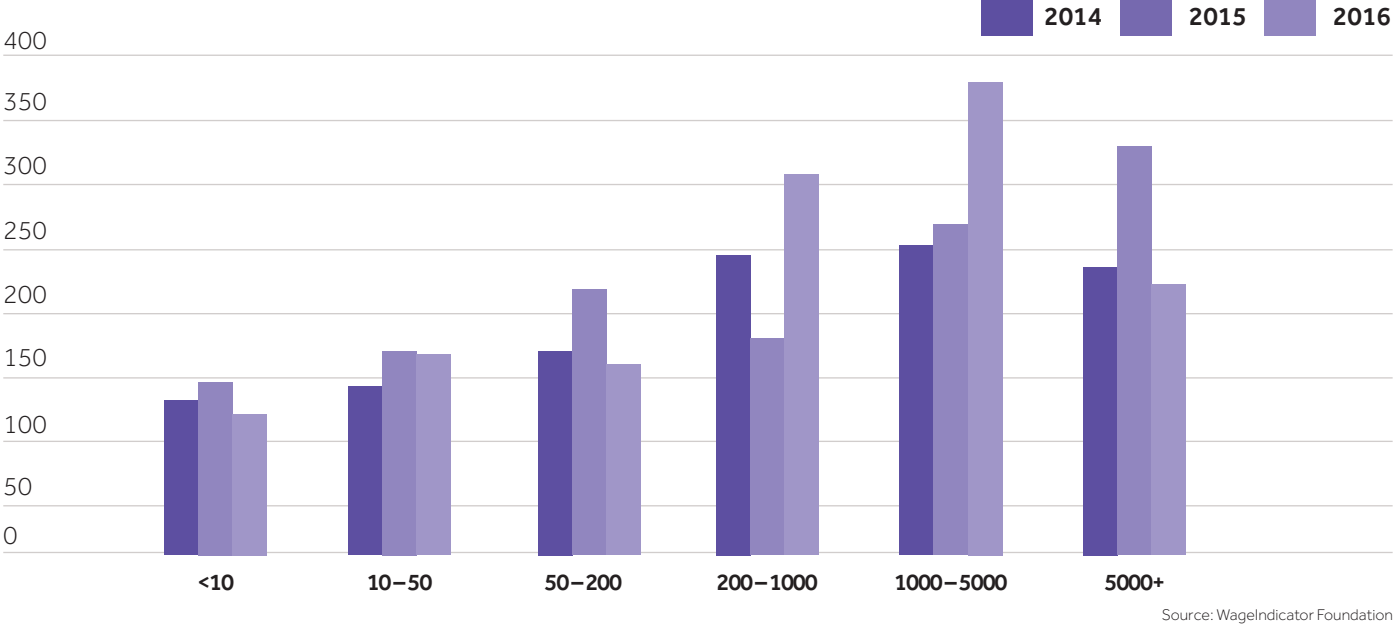
company's amounted to ₹144.3 per hour, while the median wages of partially or fully owned companies reached ₹282.3 per hour, so the wage difference is clear.

Size of company

When comparing median hourly wages and the size of the employing company as presented in Figure 4 the trend towards larger companies paying higher wages is not as definite as in other samples. Except for some

outliers for 1000-5000 and 5000+ employees strong companies in 2016 and 2015, respectively, wages first seem to rise with growing numbers of employees but then stagnate or even decrease after reaching the 50-200 group. Lowest wages of around ₹100 were paid in the smallest company size in 2016. Highest wages were earned in the outlier-category, in companies with between 1000 and 5000 employees (around ₹375).

Figure 4: Median gross hourly wages by company size (number of employees):



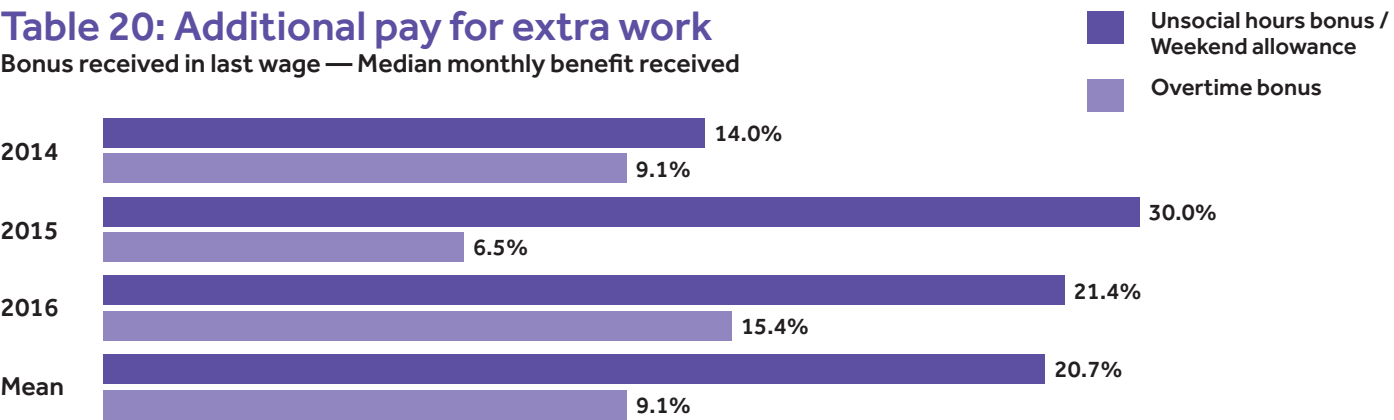
Bonus payments

The small sample of 87 observations for unsocial working hours/weekend allowance and 88 observations for overtime bonus brought the following results. More than twice as many

employees received an unsocial hour's bonus/weekend allowance on average than overtime bonus. Comparing 2014 and 2016, numbers generally have gone up. Overtime bonus, however,

strongly went down in 2015, whereas unsocial hour's bonus and weekend allowances nearly doubled to then increase again in 2016.

Table 20: Additional pay for extra work  
Bonus received in last wage — Median monthly benefit received



Job satisfaction

In 2014, 2015 and 2016 relationship to colleagues and superiors scored highest. In 2014, life as-a-whole satisfaction scored lowest at 54.7%, pay satisfaction ranked last in 2015 with 53.7% and 2016 with 45.5%. Pay, commuting time and job security

witnessed a decrease in 2016. In 2014, 2015 and 2016 life-as-a-whole satisfaction remained about the same, at the level below 60%. Employees in this sector earned the lowest wages on the Indian

labour market.<sup>9</sup> Assuming that the sample generated reliable results, life satisfaction could have been influenced by the low wages earned (as people can afford less).

Table 21: Satisfaction with work and life

Satisfaction with	Share of respondents satisfied		
Year	2014	2015	2016
Job	76.1	73.2	86.4
Pay	58.2	53.7	45.5
Commuting time	73.1	77.5	72.7
Work-life balance	73.4	69.2	77.3
Job security	45.2	62.5	54.5
Work environment	62.5	60.0	63.6
Working hours	77.3	67.5	81.8
Relationship to colleagues	77.6	79.5	95.0
Relationship to superiors	78.3	80.0	94.7
Life as-a-whole*	54.7	58.3	59.1

Source: WageIndicator Foundation

\*For all the job-related satisfaction questions, respondents are asked to rate their satisfaction level on a scale from 1 – highly dissatisfied to 5 – highly satisfied. For the satisfaction with life as-a-whole question, respondents are asked to rate on a scale from 1 to 10. To assess a percentage of satisfied respondents in terms of yes/no, WageIndicator considers answers from 3 to 5 on the five-point scale as satisfied (60% of the 5 options) and answers from 6 to 10 on the ten-point scale as satisfied (50% of the 10 options). Due to this different number and percentage of options considered satisfied, one may not compare the results of the satisfaction with life question and any of the job-related satisfaction questions.



# Financial Services, Banking and Insurance

The Financial services, banking and insurance sector grew by 9.5% of GDP in 2013/14 and 10% in 2014/15 in 2015/16 (Open Government Data (OGD) Platform India, ND). The growth rate is expected to stay stable during the following year.

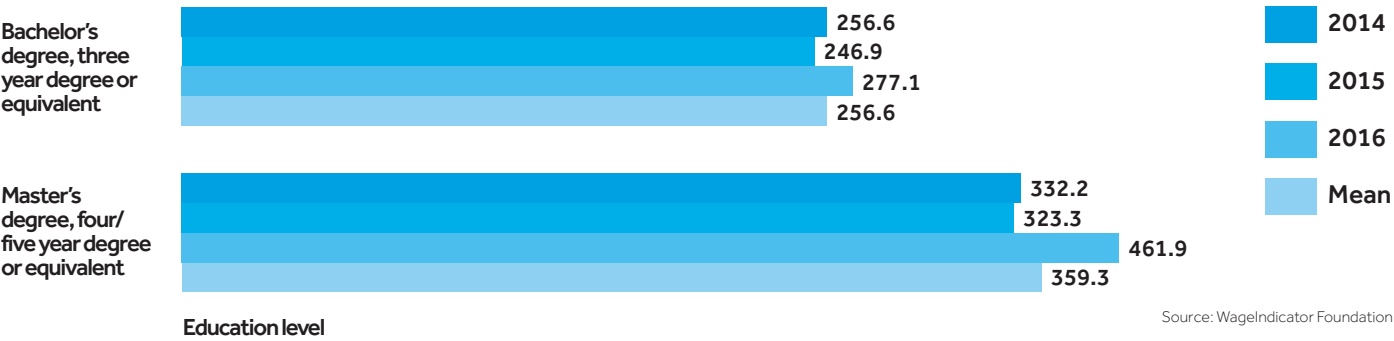
In this sector, the overall sample of observations is 23.3% of all participants, that is 4744 participants. This large sample allows for meaningful comparisons of wages in all the categories examined in this report.

## Education

Results in this sector again highlight the relation between median hourly wages and the level of education. On average, employees holding a bachelor's degree earn ₹256.6. Master's degree graduates or equivalent earn another additional ₹102.7 (+29.5%) per hour. This means that relative gains from additional education certificates diminish, absolute gains, however, remain constant.

All categories experienced a decrease in wages in 2015 but rose again in 2016. Wages rose above the 2014-levels in 2016; the bachelor's degree or equivalent level by ₹30.2 (+12.2%) and a plus of ₹138.6 (+42.9%) for master's degree or equivalent holders. This again shows that losses during recessions are smaller for employees spending more years in education.

Table 22: Median hourly wage with respect to educational attainment  
(Median gross hourly wage)



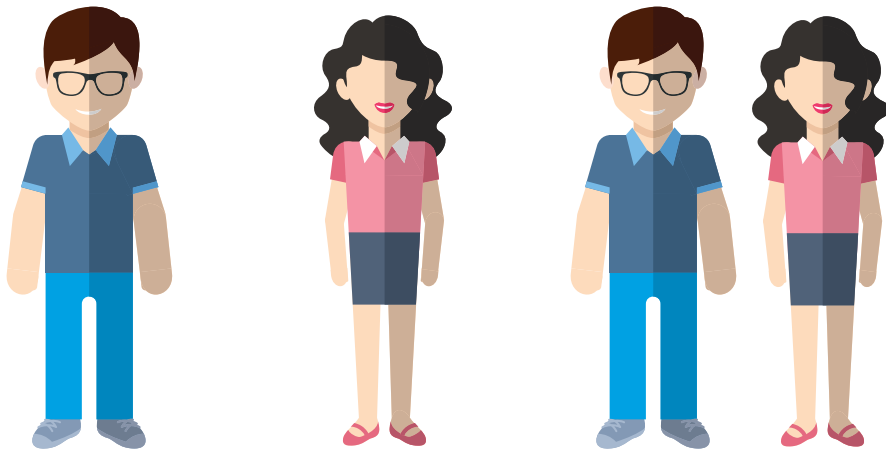
## Gender

The gender pay gap in the Financial services, banking and insurance sector amounts to 21.5% according to our sample. It therewith stays slightly under the general gender pay gap in India (25%). On average, men earn an hourly median wage of ₹346.4 and women ₹272.0.

The comparison of different years reveal that the wages for both genders experienced only little changes from 2014 to 2015. In 2016, however, wages rose by ₹144.3 (+45.4%) for male employees and by ₹79.5 (+29.8%) for female employees. Therefore, while the gender pay gap shrank slightly

from 2014 to 2015, it grew again in 2016 to 25.0%. This mirrors general results in the Indian labour market. Additionally, it shall be noted that only 14.8% of respondents in this sector were female.

Table 23: Median hourly wage by gender and year  
(Median gross hourly wage)



318.2 Per Hour	259.8 Per Hour	307.9 Per Hour	2014
317.6 Per Hour	266.9 Per Hour	307.9 Per Hour	2015
461.9 Per Hour	346.4 Per Hour	433.0 Per Hour	2016
346.4 Per Hour	272.0 Per Hour	341.2 Per Hour	Mean
4,041	703	4,744	Sample

## Supervisory position

As Table 24 illustrates, employees in supervisory positions earn in median nearly twice as much as non-supervisors (₹450.3 per hour vs. ₹237.9 per hour). With an average

gender pay gap of 15.0%, this wage-relationship holds for female and male supervisors and subordinates. Across the investigated time period supervisory wages grew slightly in

2015 (by ₹27.4/ 6.8% for men and ₹4.6/ 1.2% for women) while non-supervisory wages went down more by ₹10.1 (-4.2%) and ₹34.7 (-16.7%) for male and female employees,



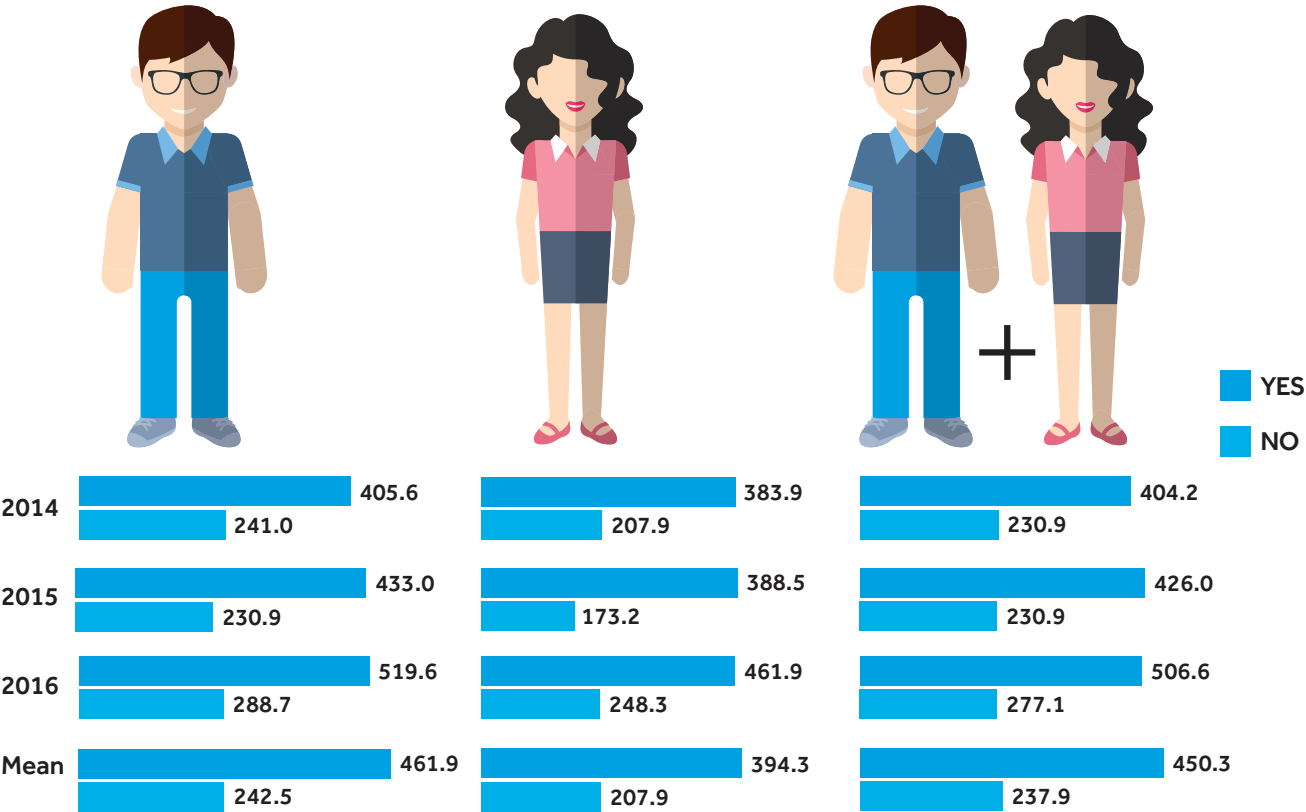
Financial Services, Banking and Insurance - Sectoral Overview

respectively. In both cases, rising and decreasing wages, women are disadvantaged, gaining less or losing more. However, the strong income insecurity in non-supervisory positions and the relative stability in supervisory position once more highlights the role of higher education and/or experience, as these can be expected to be

requirements for holding supervisory positions. In 2016 wages grew above the level of 2014 for all employees except for female non-supervisors. For male supervisors this meant an increase of ₹86.6 (+20.0%), for female supervisors another ₹73.4 (+18.9%). Male subordinates earned ₹57.8 (+25.0%) more and

female subordinates ₹75.1 (+43.4%). Employees in this sector seem to profit from the positive economic developments in India, as wages for female employees grew stronger as compared to wage growth for male employees. This hints towards a lowering gender pay gap.

Table 24: Median hourly wage by supervisory positions (Median gross hourly wage)



Source: WageIndicator Foundation



Tenure groups

This sector also records a wages rise with growing years of service in the labour market, as can be seen in Table 25. The wage difference is above 50% on average in the first three pairs of consecutive tenure groups and slightly lower for the 11+ tenure group. In the Financial services, banking and insurance sector income

security appears to be less connected to experience in the market. While wages for the 6-10 and 11+ group shrank by ₹35.9 (9.5%) and ₹51.5 (9.0%) between 2014 and 2016, wages for the other two tenure groups only decreased marginally (0-2: - ₹2.2 (-1.5%); 3-5: - ₹3.8 (-1.8%). Our future reports should further observe

this development, possibly hinting towards a harmonisation of wages in the sector. However, in 2016, job beginners still earned ₹378.1 less per hour than employees with 11+ years of experience (₹141.5 vs. ₹519.6 per hour) meaning that they only earn 27.2% of the salaries of experienced colleagues.

Table 25: Wages by tenure groups

Year	Share				Median gross hourly wage			
Experience	0-2	3-5	6-10	11+	0-2	3-5	6-10	11+
2014	8%	16%	22%	10%	143.7	211.7	379.8	571.0
2015	5%	6%	10%	5%	138.6	213.0	359.3	519.6
2016	2%	3%	5%	9%	141.5	207.9	343.9	519.6
Total	15%	25%	36%	24%	141.1	211.7	369.5	519.6

Source: WageIndicator Foundation



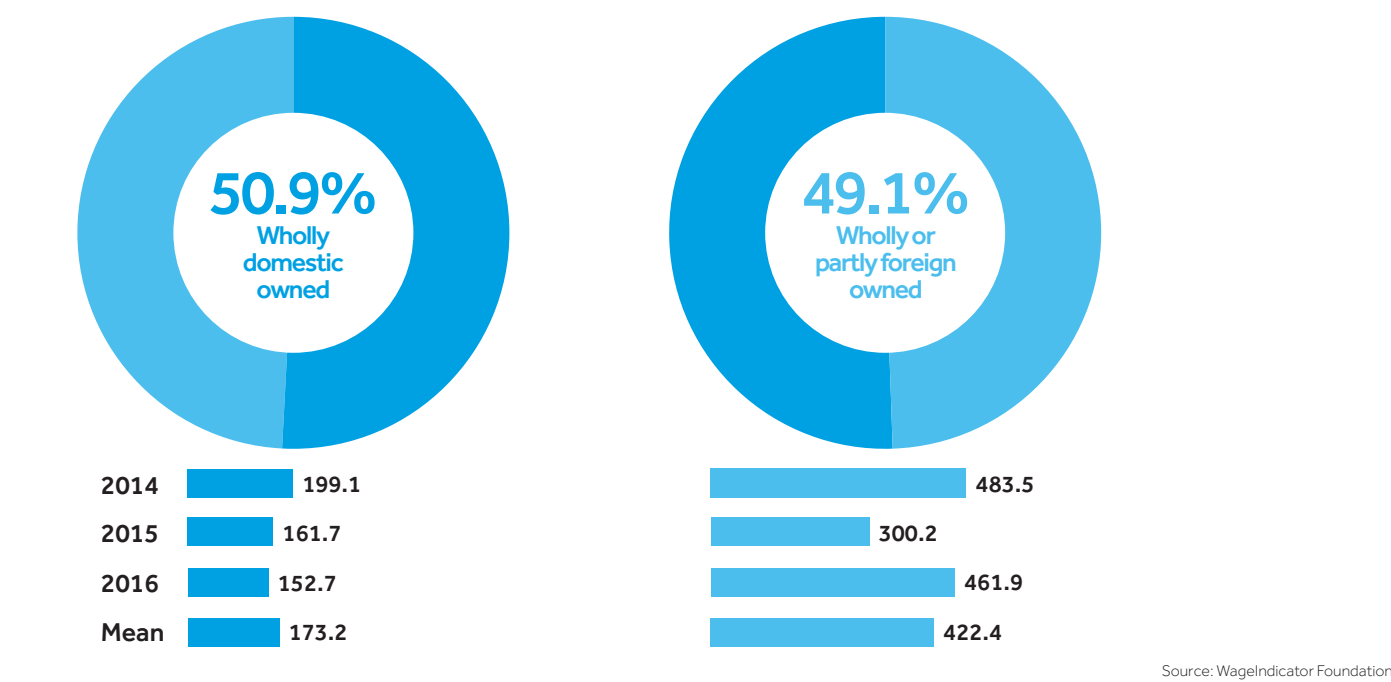
Ownership of company

On average, employees working in wholly domestic companies earn ₹173.2 per hour, compared to ₹422.4 for employees in fully or partially foreign owned companies. While all wages decreased in 2015,

the relative decrease was twice as strong in foreign-owned companies: -₹37.4 (-18.8%) compared to ₹183.3 (-37.9%). In both settings wages increased again in 2016 but stayed under the observed levels from 2014.

This time, employees of domestic companies remain disadvantaged. Their wages only rose by ₹9, wages in foreign-owned companies by ₹161.7.

Table 26: Median wages per company ownership



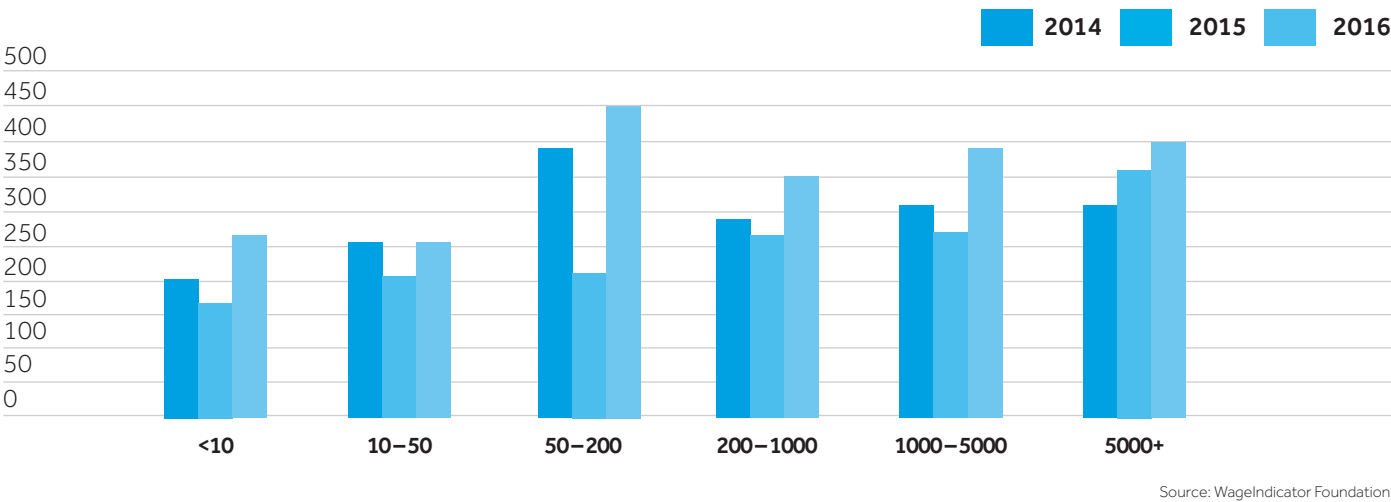
Size of company

Figure 5, depicting the median hourly wages by company size, shows a divergence from the general trend in 2016. Responses in 2014 and 2015 mostly reflected general findings. Wages in larger companies (200<) still remained higher than in the

first two categories (50>). However, they stabilized at around ₹300. Highest wages could be earned in companies with 50 to 200 employees in 2014 and 2016 (around ₹350 and ₹460). Companies with less than 10

employees scored second in 2016 (around ₹410). Leaving these outliers in 2014 and 2016 aside, wages increase again with company sizes. In general, in 2016 wages seem higher than in the previous years.

Figure 5: Median gross hourly wages by company size (number of employees):



Bonus payments

Like in other sector of Indian labour market, less than 25% of firms paid additionally for extra work on average. Observations for 2016 were not

so big, therefore rapid decrease in Overtime bonus for 2016 might not be so precise. However, when

comparing the mean and the yearly data acknowledgements seem to stay below 25.

Table 27: Additional pay for extra work  
Bonus received in last wage — Median monthly benefit received



Job satisfaction

Employees' satisfaction with the relationship to colleagues, superiors and work environment scored highest in 2016. Satisfaction with pay continues to score lowest and went from 45.9% to 47.1% (+1.1 percentage

points) in 2015 and to 47.2% (+0.01 percentage points) in 2016. The average job satisfaction of 78.9% in the Indian labour market is almost the same as the result from our study,

where the overall job satisfaction reaches 75%. Satisfaction with life as a whole increased from 56.6% to 66.7% from 2014 to 2016 and thus above the general level of 58.8%.<sup>10</sup>

Table 28: Satisfaction with work and life

Satisfaction with	Share of respondents satisfied		
	2014	2015	2016
Year			
Job	69.7	66.3	75.0
Pay	45.9	47.1	47.2
Commuting time	69.8	77.4	68.6
Work-life balance	68.3	72.4	70.6
Job security	71.4	70.9	77.1
Work environment	67.9	72.9	88.2
Working hours	75.6	77.0	77.1
Relationship to colleagues	79.8	85.1	100
Relationship to superiors	76.2	81.4	81.3
Life as-a-whole*	56.6	61.9	66.7

Source: WageIndicator Foundation

<sup>10</sup>For all the job-related satisfaction questions, respondents are asked to rate their satisfaction level on a scale from 1 – highly dissatisfied to 5 – highly satisfied. For the satisfaction with life as-a-whole question, respondents are asked to rate on a scale from 1 to 10. To assess a percentage of satisfied respondents in terms of yes/no, WageIndicator considers answers from 3 to 5 on the five-point scale as satisfied (60% of the 5 options) and answers from 6 to 10 on the ten-point scale as satisfied (50% of the 10 options). Due to this different number and percentage of options considered satisfied, one may not compare the results of the satisfaction with life question and any of the job-related satisfaction questions.

# Healthcare, Caring services and Social Work

The share of participants from this sector was only 5.8%, that is 1186 participants. The small size of the sample affects the reliability of the results provided. The sample was insufficient for secondary education attendants, which will be left out. In this sector, wages changed from ₹240.6 in 2014 to ₹227.7 in 2015 and ₹242.5 in 2016.

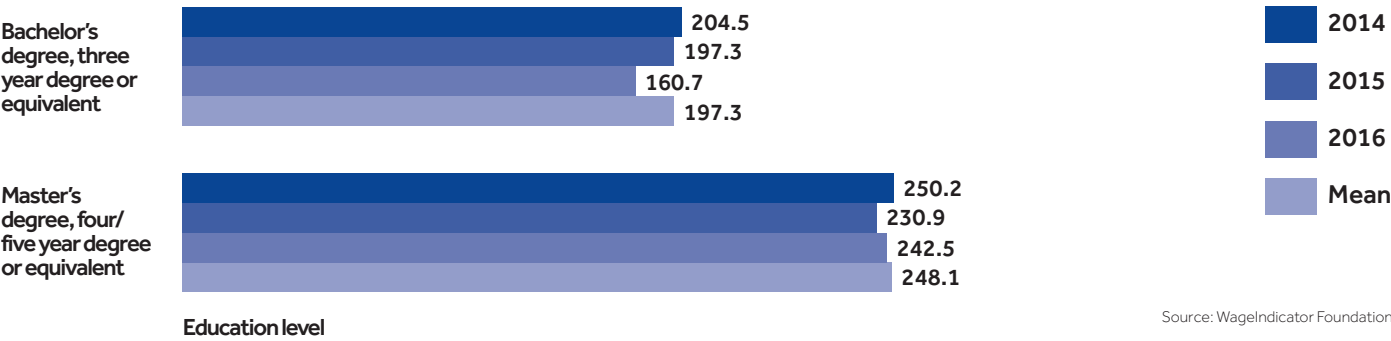
**Education**  
As Table 29 shows, master's degree

holders or equivalent earned on average ₹242.5 per hour compared ₹160.7 gained by bachelor's degree or equivalent holders. Master's therewith gained ₹81.8 (50.9%) more per hour than bachelors. Again, the relation between education and income becomes obvious, the difference, on average, however, is much stronger than in the general sample (50.5% vs. 25.7%).

While the educational wage gap was 19.4% in 2014, it shrank to 14.6% in

the following year. In 2016, however, it even doubled to 33.7%, the highest difference in the observed period. This is also because wages for bachelor's graduates have gradually decreased. Wages received by employees with a master's degree, on the contrary, first shrank by ₹19.3 to then rise by ₹11.6 and therewith above previous levels from 2014.

**Table 29: Median hourly wage with respect to educational attainment**  
(Median gross hourly wage)



Source: WageIndicator Foundation



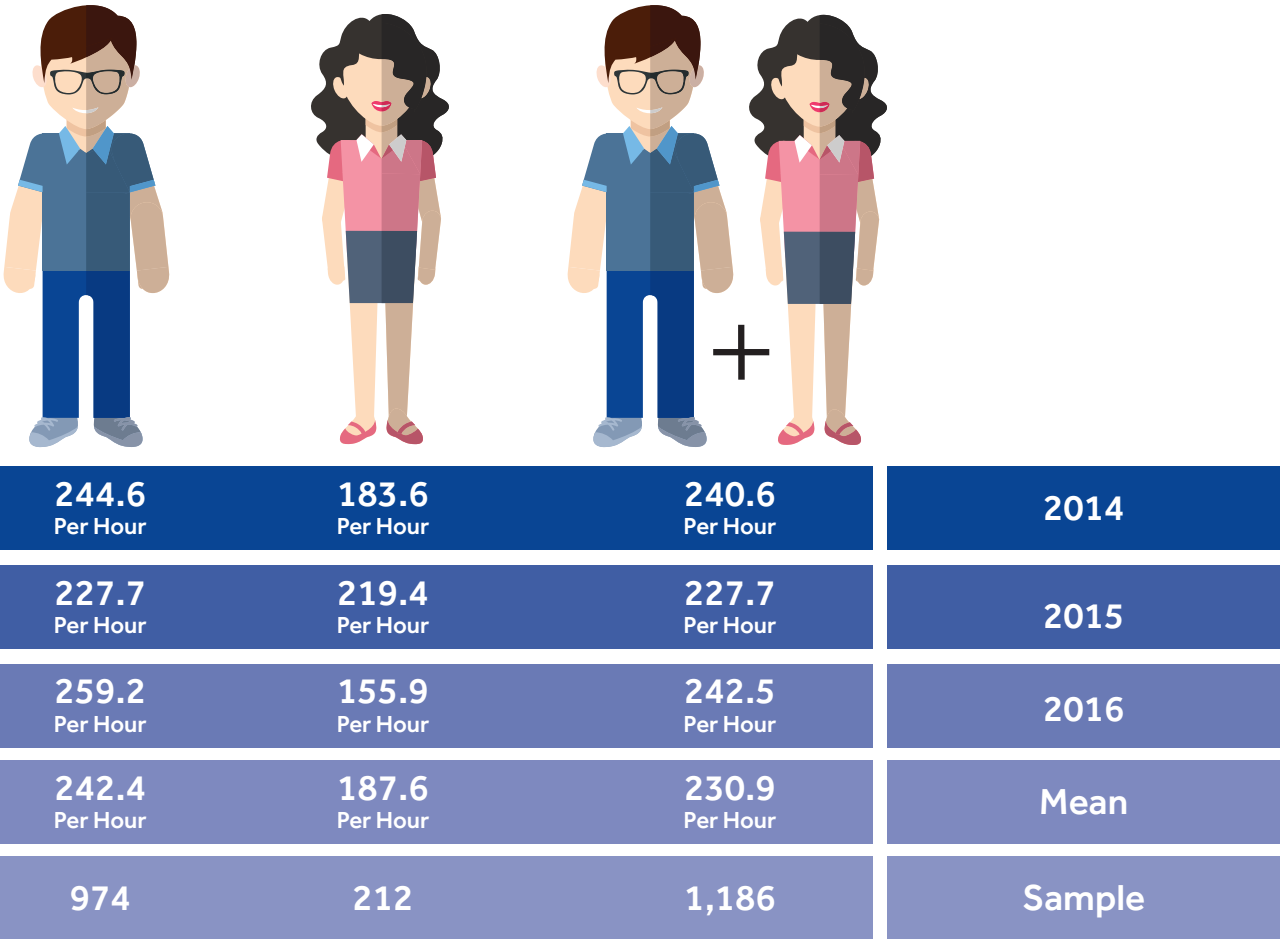
## Gender

On average, a 22.6% gender gap exists in the Healthcare, caring services, social work sector. Male employees earned ₹242.4, female employees ₹187.6 per hour (-₹54.8). Developments are oppositional. Wages for men decreased in 2015 to then rise again above the 2014 wage-

level. Women's wages rose strongly in 2015 to then shrink below the level of 2014 in 2016. This means, the gender pay gap was smallest in 2015 with only ₹8.3 (3.6%) making wages nearly equal. In 2016, however, the gap increased significantly to ₹103.3 (39.9%). This contradicts the positive trend in terms

of wage equity observed in previous years. However, the low sample for both, men and women, might have distorted the accuracy of results.

**Table 30: Median hourly wage by gender and year**  
(Median gross hourly wage)



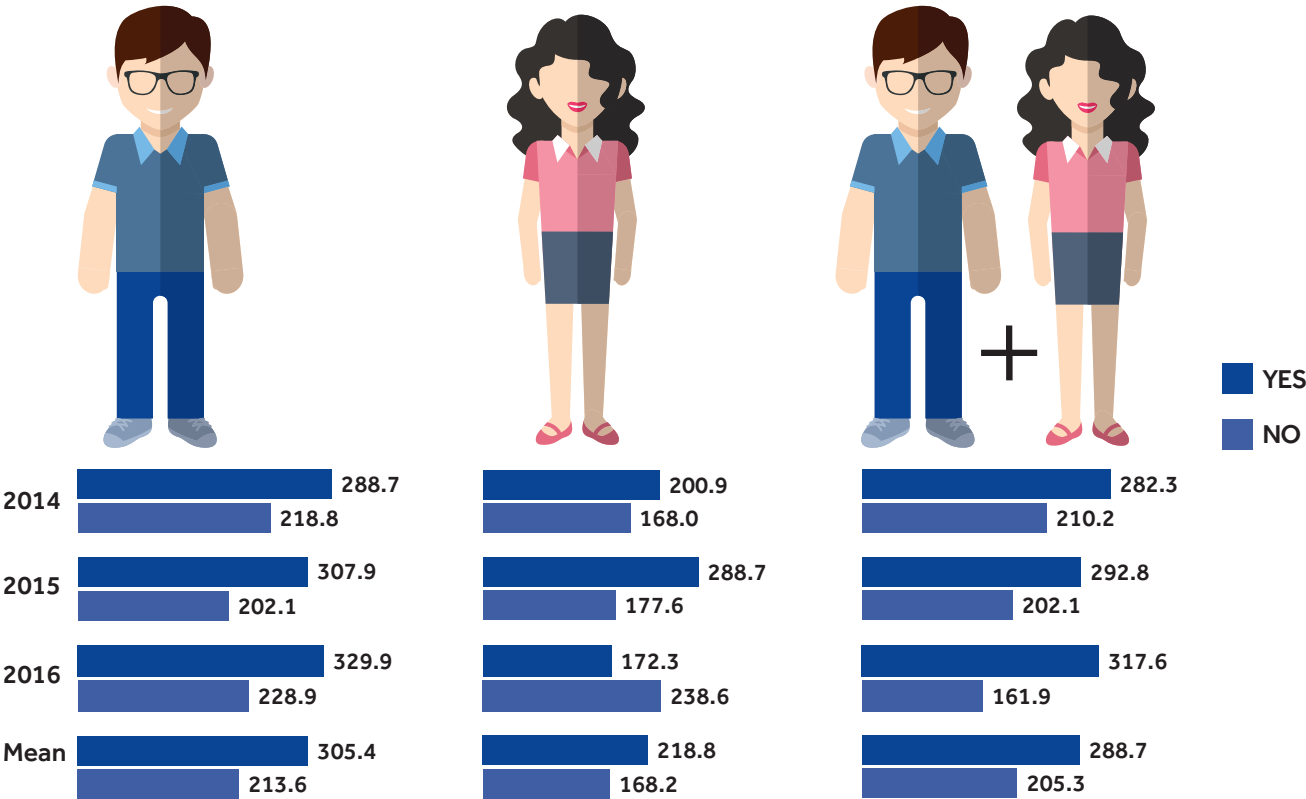
Source: WageIndicator Foundation



Supervisory position

In this sector, as demonstrated by Table 31, non-supervisors earn on average 28.9% less than supervisors, worth ₹83.4. The gender pay gap for supervisors amounts to 28.4% (-₹86.6), and to 21.3% (-₹45.4) for non-supervisors. This means that female supervisors suffer relative disadvantages compared to their non-supervisory female subordinates, which is interesting as in sectors previously examined higher positions worked against gender discrepancies. Wages for male supervisors have always been above female wage levels and have constantly been rising from 2014 to 2016 (by ₹41.2 in total). Hourly median wages for female supervisors went up at first from 200.9 to 288.7 (+₹87.8; 43.7%) in 2015, but then decreased to ₹172.3 (-40.3%), however the sample for 2016 was too low. Wage developments for female subordinates mirror their supervisors' trends. Male subordinates' wages dropped by ₹16.7 in 2015 to then rise by ₹26.8 in 2016. Female subordinates' wages rose by ₹9.6 in 2015 and by ₹61.0 in 2016.

Table 31: Median hourly wage by supervisory positions  
(Median gross hourly wage)



Source: WageIndicator Foundation



Tenure groups

Similar to responses in other sectors, hourly median wages also rise sharply with experience in the Indian labour market. On average, the +50% rule between two consecutive pairs holds. The 11+ tenure group where the increase is halved (25%) forms the only exception. Comparing 2014 and 2016, wages have decreased in all categories except for the 11+ one. There, wages went up by 12.5%, from ₹381.5 to ₹445.5, in the observed period. Wages for job beginners first went up by ₹26.9 in 2015 but then decreased to ₹110.2 in 2016, meaning a 9.1% loss when compared to 2014. The decrease has been strongest in the 6-10 years tenure group with ₹48.1 decrease in 2016, which is 15.0% of the initial wage. These findings suggest that especially personnel with higher experience was demanded in 2016. In 2016, 11+ employees earned more than four times as much as job beginners. The gap has increased during the last years.

Table 32: Wages by tenure groups

Year	Share				Median gross hourly wage			
Experience	0-2	3-5	6-10	11+	0-2	3-5	6-10	11+
2014	10%	18%	21%	11%	121.2	202.1	308.7	384.9
2015	5%	8%	9%	6%	148.1	190.5	307.9	381.5
2016	3%	3%	4%	2%	110.2	161.7	259.8	445.5
Total	18%	29%	34%	19%	133.5	199.8	307.9	384.9

Source: WageIndicator Foundation



Ownership of company

Employees in domestic owned companies (sample 105 observations) earn on average only ₹110.9 per hour, whereas employees of wholly or partially foreign owned companies (sample 36 observations) earn amount (₹181.4 per hour).<sup>11</sup>

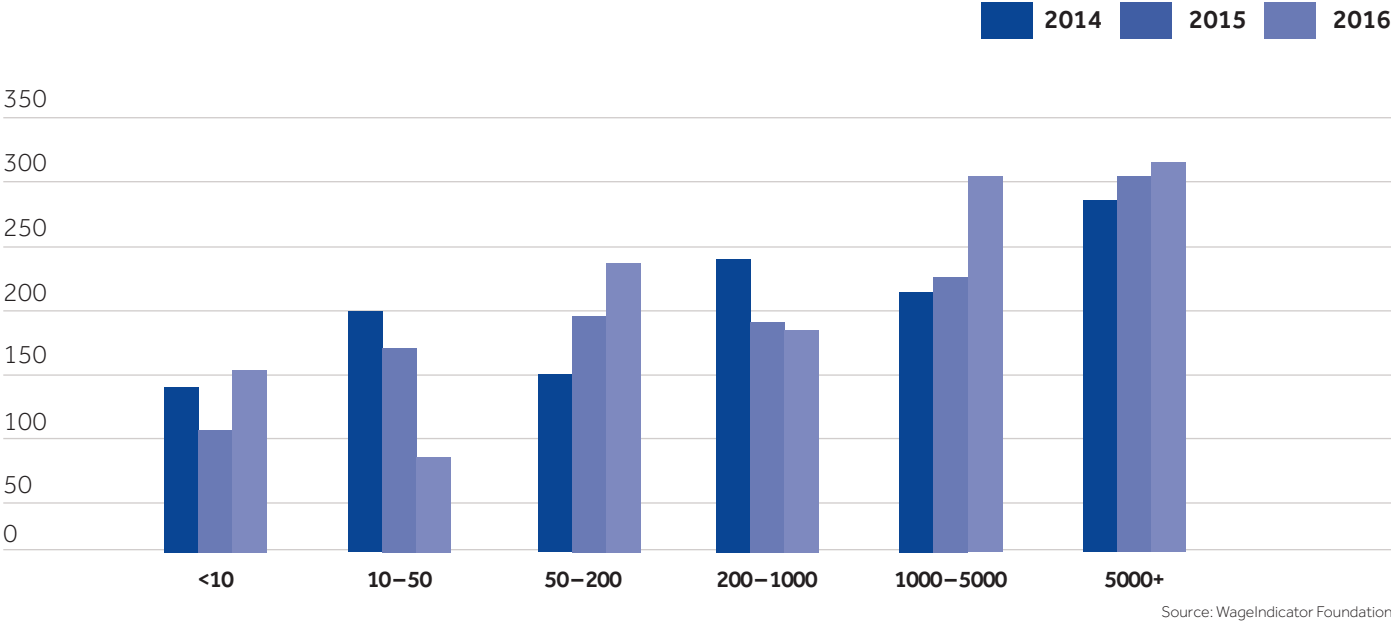
Size of company

Figure 6 presents the median gross hourly wages by company size for the

healthcare, caring services and social work sector. Indications from 2016 reconfirm trends observed in previous years with the exception of companies with between 10 and 50 and 200 to 1000 employees. Generally, wages rise with the size of the company. However, since 2014, wages in companies with 10 to 50 employees and 200 to 1000 employees have been going down. All other wages rose in 2016. Companies with 10 to 50 employees scored lowest with hourly median wages around

₹96.2, the largest company size pays the highest wages of around ₹323.3

Figure 6: Median gross hourly wages by company size (number of employees):



<sup>11</sup>No further comparison of the data can be made for this sector due to the low sample size.



Bonus payments

As there are not enough observations in both bonus categories, respectively, the results gathered are highly biased. On average only in 17% of cases the employees were paid for unsocial hours/weekend allowance. For overtime it was only 12%.

Job satisfaction

It is observed that the relationship with colleagues and to superiors were among the highest in all three years. Working hours also belonged to the top three. Similar to other sectors pay satisfaction scores lowest and went down over the observed period.

Overall job satisfaction rose by 6.7 percentage points in 2015, but then decreased by 2.8 percentage points in 2016. Life satisfaction increased from 60% to 66.7 in 2015, but as in the previous case, decreased by the 3.5 percentage points in 2016.<sup>12</sup>

Table 33: Satisfaction with work and life

Satisfaction with	Share of respondents satisfied		
	2014	2015	2016
Job	69.8	75	72.2
Pay	56.8	50	38.9
Commuting time	85	85.7	72.2
Work-life balance	68.2	76.7	76.5
Job security	65.9	63.3	64.7
Work environment	68.9	80	72.2
Working hours	74.4	80	83.3
Relationship to colleagues	88.9	93.3	90.9
Relationship to superiors	84.4	86.2	81.8
Life as-a-whole*	60	66.7	63.2

Source: WageIndicator Foundation, when written in italic there was number of observation between 10 and 20

<sup>12</sup>For all the job-related satisfaction questions, respondents are asked to rate their satisfaction level on a scale from 1 – highly dissatisfied to 5 – highly satisfied. For the satisfaction with life as-a-whole question, respondents are asked to rate on a scale from 1 to 10. To assess a percentage of satisfied respondents in terms of yes/no, WageIndicator considers answers from 3 to 5 on the five-point scale as satisfied (60% of the 5 options) and answers from 6 to 10 on the ten-point scale as satisfied (50% of the 10 options). Due to this different number and percentage of options considered satisfied, one may not compare the results of the satisfaction with life question and any of the job-related satisfaction questions.



# Information and Communication Technology Services

In general, the trend in the sector of Information and communication technology (ICT) services' share of GDP is upwards, with 5.8 percent in 2008/2009 and 9.3 percent in 2015/2016. However, compared to 2014/2015 the ICT's share of India's GDP shrank by 0.2 percentage points (Statista 2017). The overall sample of observations in this sector is 3,627, enough to provide reasonable results for comparisons in most of the employee-categories. This are 17.8% of participants.

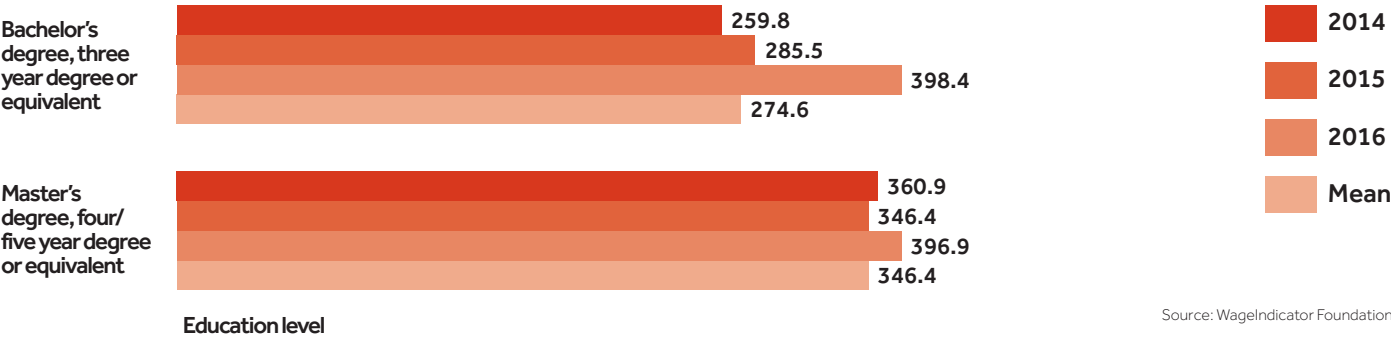
The median gross hourly wage in the ICT sector increased between 2014 and 2016. It went from ₹343.9 in 2014 to ₹337.3 in 2015 and ₹386.8 in 2016. Wages grew by 14.7% in 2016. This is not surprising as the ICT sector is quickly expanding with ICT specialists now working in companies in most economic sectors.

### Education

As the sample of employees with only secondary education was too low to

allow reliable comparisons, only the median hourly wages of ICT service employees holding a bachelor's degree (₹259.8 per hour) and a master's degree (₹360.9) or equivalent are compared in 2014. On average, bachelor graduates earned ₹71.8 (26.1%) less than master's degree or equivalent holders. In 2014 and 2015, wages for both educational levels stayed relatively stable. In 2016 wages rose and bachelor degree holders' wages (₹398.4) surpassed those for master graduates (₹396.9). The likeliest explanation are inconsistencies in the sample itself as in previous years master graduates earned around ₹100 more than bachelor's holders.

Table 34: Median hourly wage with respect to educational attainment (Median gross hourly wage)



Source: WageIndicator Foundation



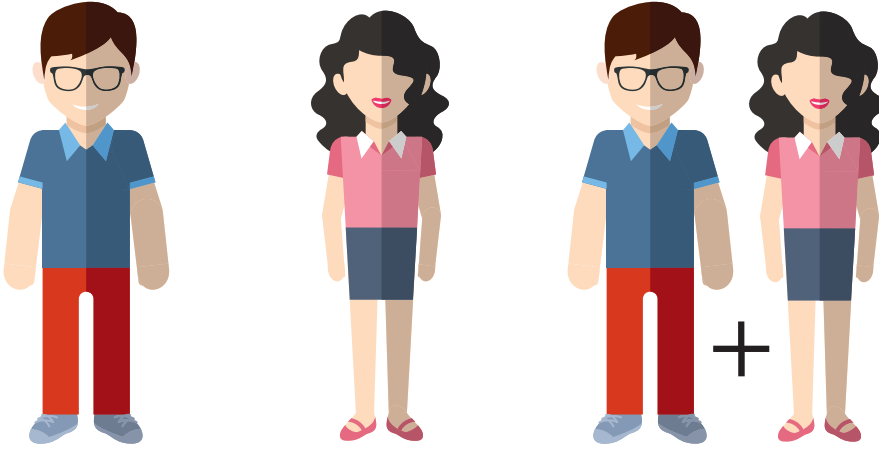
### Gender

Table 35 presents median hourly wages by gender and year in the ICT sector. The average gender pay gap of 38.2% is one of the widest observed in this report. Women earn ₹142.5 less per hour than men. This means that men gain another 38.2% more of their salary. As in other sectors, the

female participation rate in the survey was low with 14.6% but not the lowest observed. Salaries for both, men and women, decreased in 2015 and then rose above the 2014 pay levels in 2016. Absolute decreases and increases have been stronger for female

employees (-₹3.8 compared to -₹23.0 and +₹38.4 compared to ₹94.9). Relative losses and gains are significantly higher for female employees; -1.0% compared to -10.0% in 2015 and +10.4% compared to +45.6% in 2016. After a sudden rise from 36.9%, a difference of ₹134.8 per hour, to 43.7% (₹161.6) in 2015, the gender pay gap shrank again in 2016 to 'only' 25.8%, meaning a difference of ₹105.1 per hourly median wage. However, wage-indications for male employees are more reliable than for female employees as their sample was much bigger. This could also partly explain the huge gender pay gap.

Table 35: Median hourly wage by gender and year (Median gross hourly wage)



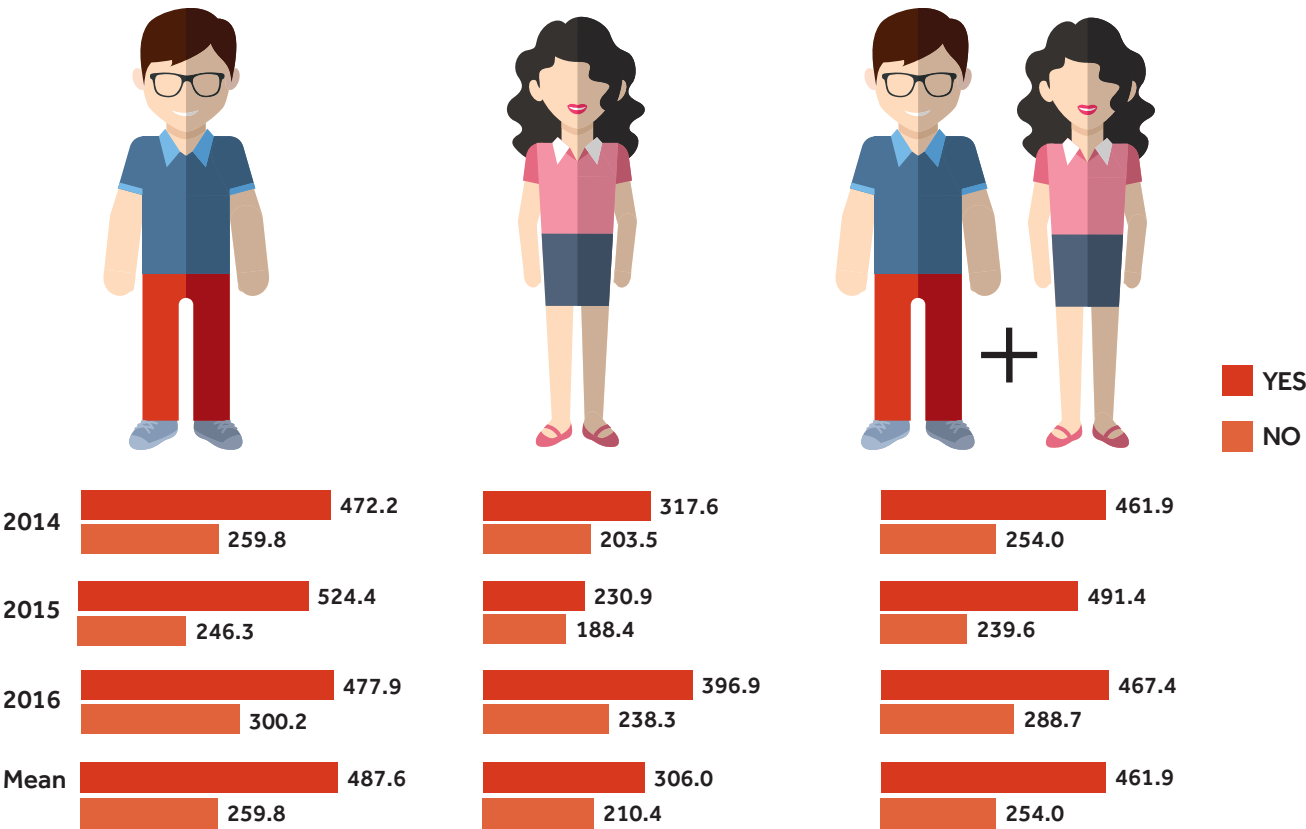
365.7 Per Hour	230.9 Per Hour	343.9 Per Hour	2014
369.5 Per Hour	207.9 Per Hour	337.3 Per Hour	2015
407.9 Per Hour	302.8 Per Hour	386.8 Per Hour	2016
373.4 Per Hour	230.9 Per Hour	346.4 Per Hour	Mean
3,097	530	3,627	Sample

Source: WageIndicator Foundation

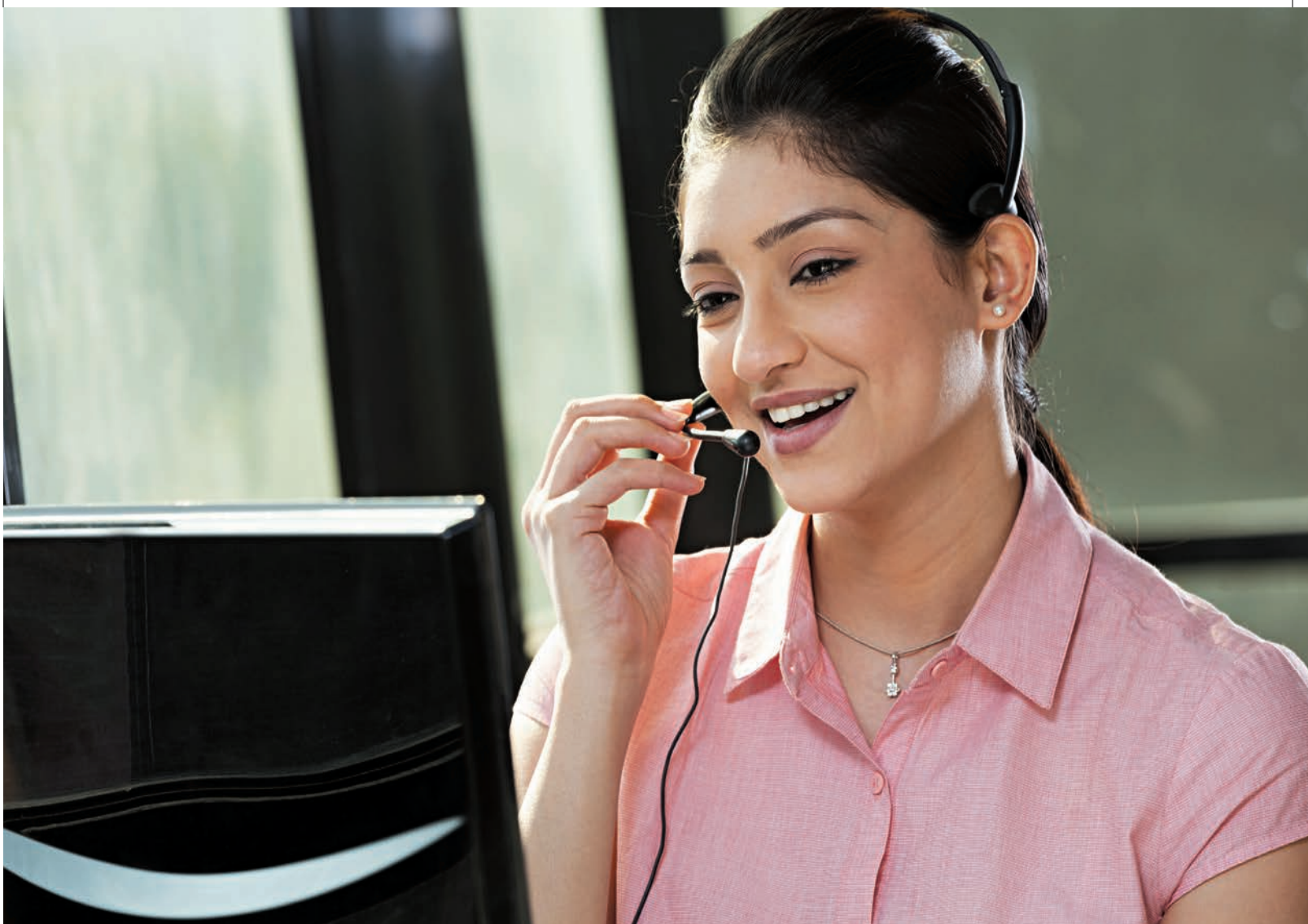
Supervisory position

As Table 36 shows, employees in supervisory positions in the ICT sector earn on average ₹207.9 (₹461.9 per hour vs. ₹254.0 per hour) more than employees in non-supervisory positions. Female supervisors are paid ₹181.6 (59.3%) less than male supervisors, non-supervisors ₹49.4 (23.5%) less. This means, the pay gap more than doubles for women in higher positions. However, when analysing the examined time period from 2014 to 2016, the pay gap also witnessed the most changes. The wage difference for supervising men and women of 32.7% (₹154.6) rose in 2015 to 56.0% (₹293.5) but then went down to 16.9% (₹81.0) in 2016. The gap for non-supervisors only varied between 21.7% (2015) and 20.6% (2016). When comparing 2014 and 2016, during the positive economic growth period, wages have risen for all employees except for male supervisors.

Table 36: Median hourly wage by supervisory positions (Median gross hourly wage)



Source: WageIndicator Foundation



Tenure groups

As noted before, hourly median wages rise sharply with the amount of years spent in the labour market. However, experience seems to matter even more as wage increases between consecutive pairs are around 61% for the first and the last pair and 38.6% for the transition between 5 and 6 years. Wages for all employees regardless of their years of experience dropped in 2015 and rose again in 2016 (except of job beginner). Wages in the two highest categories grew strongly between 2014 and 2016 (by ₹47.7 and ₹31.1). On average, employees with 11+ years of service gain more than four times the wage of job beginners in India.

Table 37: Wages by tenure groups

Year	Share				Median gross hourly wage			
Experience	0-2	3-5	6-10	11+	0-2	3-5	6-10	11+
2014	8%	16%	22%	12%	144.3	230.9	401.4	641.5
2015	4%	8%	10%	8%	137.1	207.9	369.5	649.5
2016	2%	3%	4%	3%	131.2	236.1	449.1	673.6
Total	14%	27%	36%	23%	143.7	228.1	399.3	649.5

Source: WageIndicator Foundation



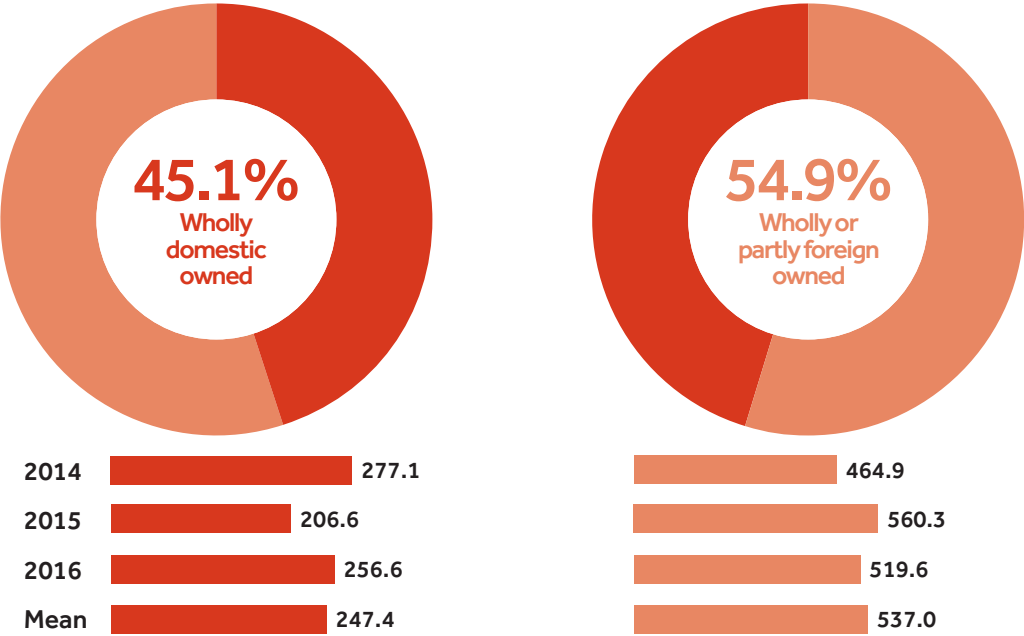
Ownership of company

As Table 38 demonstrates, employees in wholly domestically owned companies earn ₹247.4. This is less than half the hourly median wage for employees in wholly or partially foreign-owned companies.

The situation has aggravated during the observed period and saw its' peak in 2015. Employees in domestic companies earned ₹277.1, a drop of ₹70.5 (-25.4%), employees of foreign-owned companies received ₹560.3 in

2015 per hour. Therewith, salaries in foreign-owned companies increased by ₹95.4 (+20.5%). With wages in domestic companies rising in 2016 and foreign companies falling, the difference grew to ₹263.0 (-49.3%) in 2016 compared to -36.9% in the previous year.

Table 38: Median wages per company ownership



Source: WageIndicator Foundation

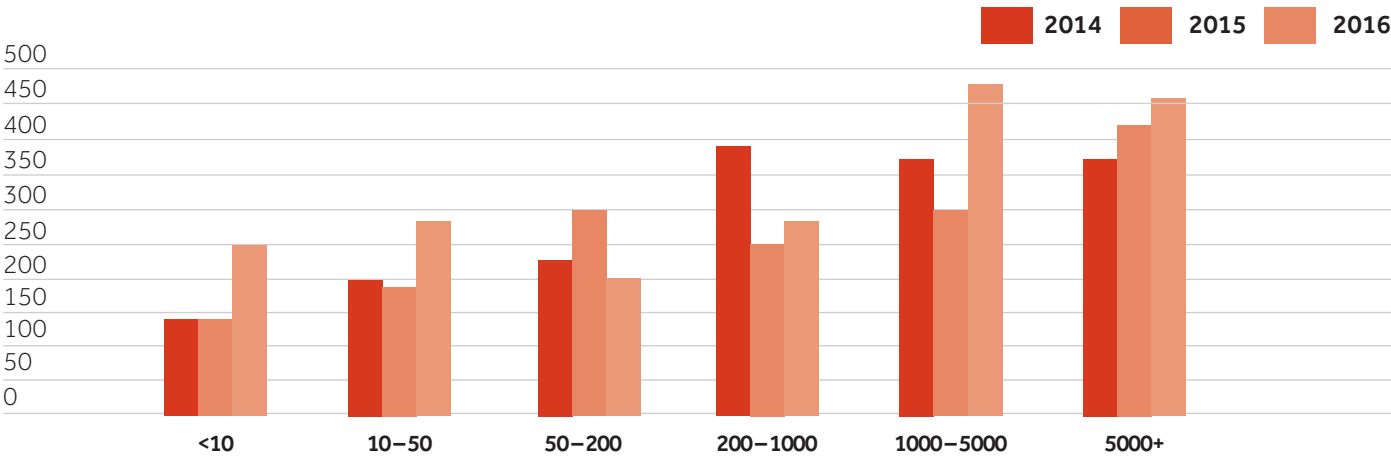
Size of company

Figure 7 confirms again that wages rise with the size of companies. However, the correlation is weaker in ICT sector when compared to other sectors. More exceptions, such as companies with 50 to 200 employees in 2016, can be found. Median wages per hour

in the two highest categories circle around ₹450, in the two smallest categories around ₹250. Comparing wages in 2015 and 2016, all wages except for employees in companies with 50 to 200 employees have risen,

in three cases (<10, 10-50 and 1000-5000) significantly. They stagnated in the >5000-category.

Figure 7: Median gross hourly wages by company size (number of employees):



Source: WageIndicator Foundation

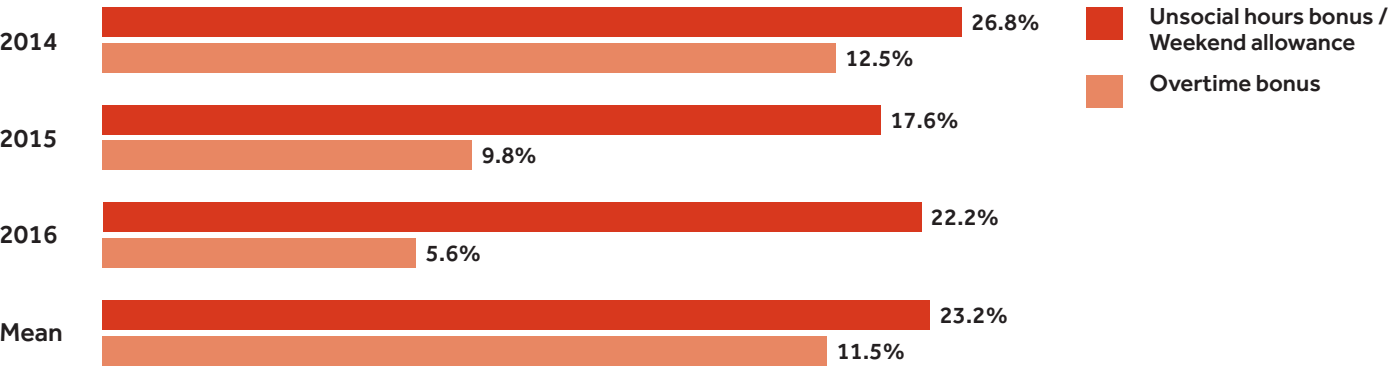
Bonus payments

More than twice as many employees received an unsocial hour's bonus/ weekend allowance on average than overtime bonus. The trend of receiving overtime bonus was decreasing

from 2014 to 2016, to reach only 5.6% in 2016, that is only forth of the employees who receive Unsocial hours bonuses. The sector is known for being

time demanding as the area is growing extremely fast and as we can see the overtime bonuses are not being paid properly.

Table 39: Additional pay for extra work  
Bonus received in last wage — Median monthly benefit received



Source: WageIndicator Foundation

Job satisfaction

Also in the ICT services sector, employees are most satisfied with the relationship to their co-workers and superiors (both at 92.7%). Pay scores lowest with 48.9% in 2016, satisfaction in this category. Work-

life balance scores second last at 66.0% but remains relatively high when compared to other sectors and the overall sample. Job satisfaction is at 72.3%, which is slightly higher than the average of 78.9% in India.

Most values have been rising over the examined time period. Surprisingly, life as-a-whole satisfaction witnessed a stark decrease of nearly 8 percentage points, from 70.0 to 62.5% within the past year.<sup>13</sup>

Table 40: Satisfaction with work and life

Satisfaction with	Share of respondents satisfied		
	2014	2015	2016
Job	74.0	82.2	72.3
Pay	52.6	60.4	48.9
Commuting time	77.0	79.1	73.9
Work-life balance	73.4	80.8	66.0
Job security	69.1	73.5	80.9
Work environment	73.6	79.6	85.1
Working hours	72.8	86.7	72.3
Relationship to colleagues	84.2	89.4	92.7
Relationship to superiors	78.1	84.1	92.7
Life as-a-whole*	61.1	70.0	62.5

Source: WageIndicator Foundation

<sup>13</sup> For all the job-related satisfaction questions, respondents are asked to rate their satisfaction level on a scale from 1 – highly dissatisfied to 5 – highly satisfied. For the satisfaction with life as-a-whole question, respondents are asked to rate on a scale from 1 to 10. To assess a percentage of satisfied respondents in terms of yes/no, WageIndicator considers answers from 3 to 5 on the five-point scale as satisfied (60% of the 5 options) and answers from 6 to 10 on the ten-point scale as satisfied (50% of the 10 options). Due to this

# Legal and Market Consultancy and Business Activities

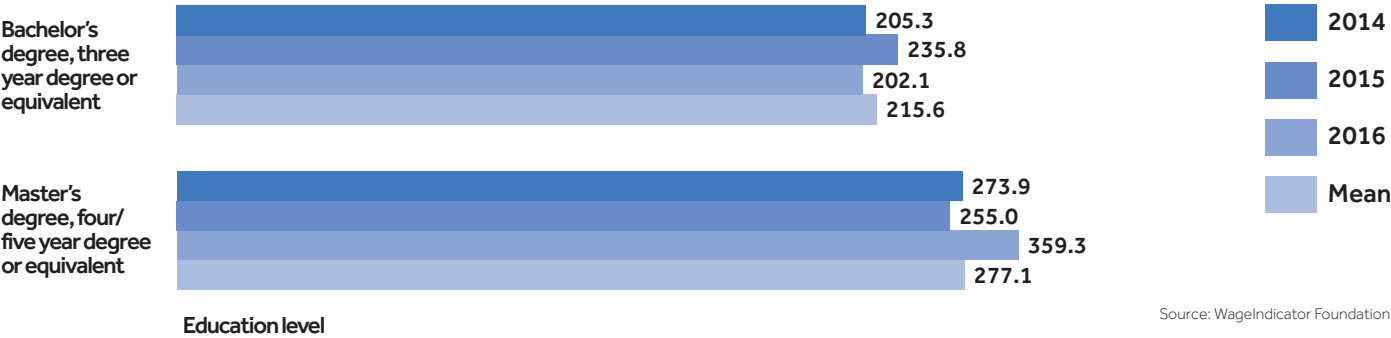
As in the previous year, the overall sample for this sector is very low in comparison to the remaining seven sectors, with only 865 participants what is 4.3% of overall data intake. Therefore, some of the tables and comparisons are not provided in detail.

According to the sample, the median gross hourly wage decreased during the sample period. It stood at ₹259.8 in 2014, at ₹248.7 in 2015 and at ₹277.1 in 2016. This means, in 2016, wages went up by 11.4%.

## Education

Table 41 shows the median hourly

Table 41: Median hourly wage with respect to educational attainment (Median gross hourly wage)



wages in relation to employees' level of education. Again, as the sample for this sector is small, only wages of employees holding a bachelor's or master's degree or equivalent will be compared. Master graduates earn on average ₹61.5 (28.5%) more. Therefore, education plays a significant role in determining hourly median wages. The difference, however, is smaller than in other sectors.

Bachelor's and master's degree holders' wage developments are dissimilar. Bachelor graduates saw an increase of ₹30.5 (+14.9%) to ₹235.8 in 2015 and a decrease of ₹33.7 (14.3%) to slightly under the 2014-values of

₹202.1. Wages for master graduates first shrank in 2015 from ₹273.9 to ₹255 (-₹18.9; -6.9%). They then rose strongly to 359.3 (+₹104.3; +40.9%) in 2016.

While wages for bachelor's and master's degree holders had been similar in 2015, in 2016, the wage gap amounted to 43.8%. This example again shows that wage decreases are higher for employees with lower educational levels, wage increases bigger for employees with higher education.



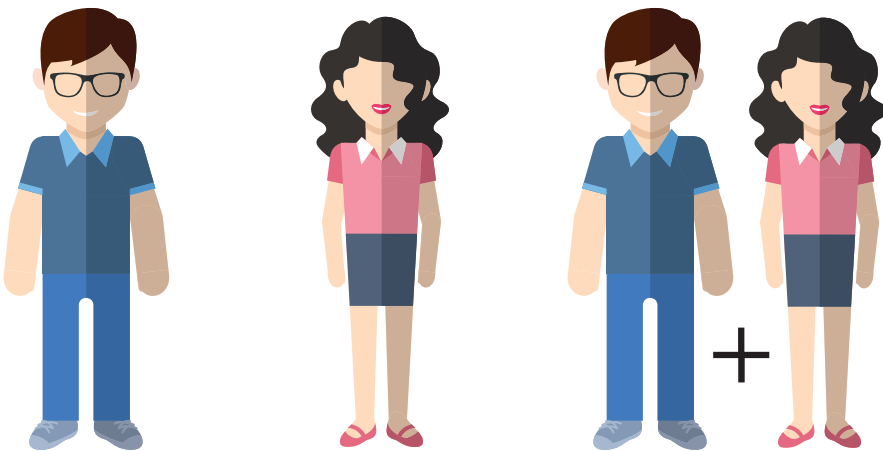
## Gender

On average, the gender pay gap in the Legal and market consultancy and business activities sector is 27.5% (₹73.9) per hour. Women earn ₹195.0, men ₹268.9.

Wages for male employees seem to stabilize at ₹259.8 after a drop of ₹6.4 in 2015. Women's wages in the sector decreased in 2015. The gender pay

gap seems to be growing as in 2015 it was 27.9% but rose significantly to 42.4 in 2016.

Table 42: Median hourly wage by gender and year (Median gross hourly wage)



266.2 Per Hour	199.9 Per Hour	259.8 Per Hour	2014
259.8 Per Hour	187.2 Per Hour	248.7 Per Hour	2015
288.7 Per Hour	166.3 Per Hour	277.1 Per Hour	2016
268.9 Per Hour	195.0 Per Hour	259.8 Per Hour	Mean
672	193	865	Sample

Source: WageIndicator Foundation

different number and percentage of options considered satisfied, one may not compare the results of the satisfaction with life question and any of the job-related satisfaction questions.

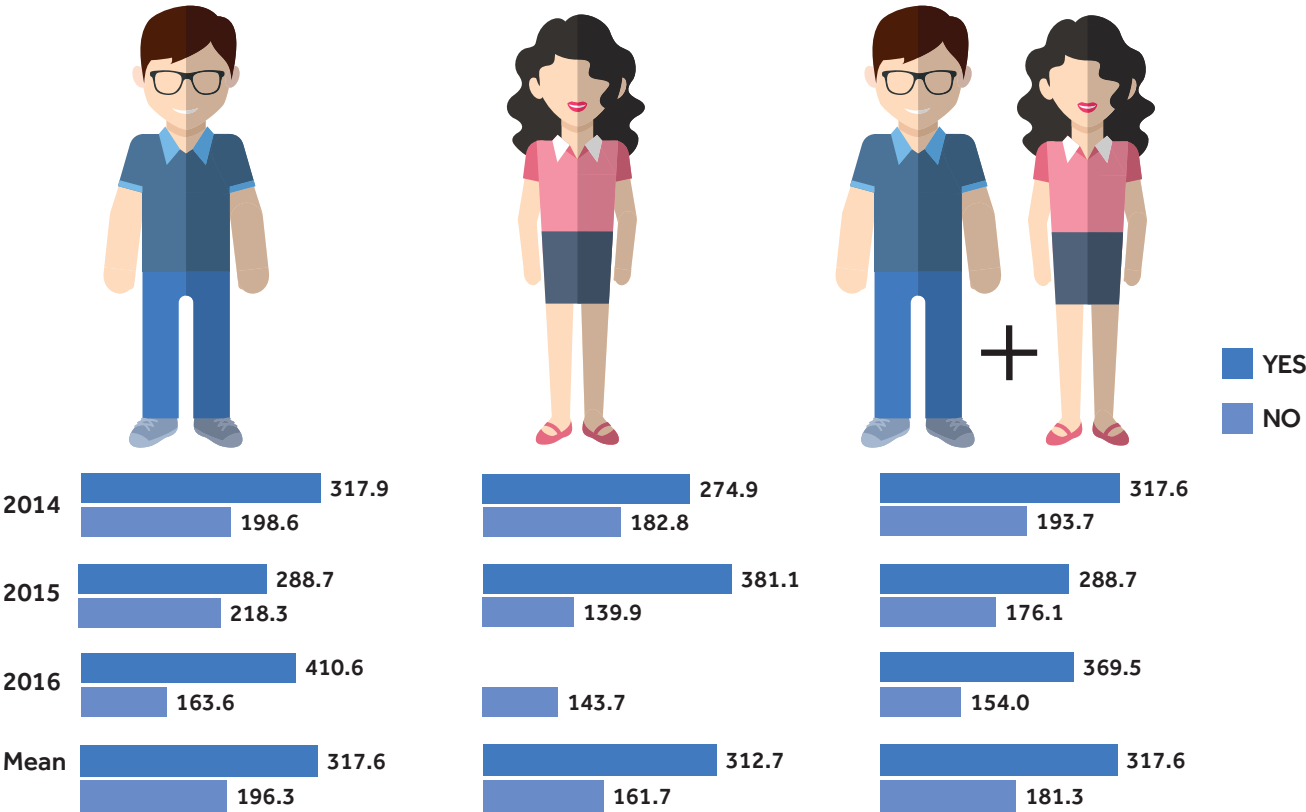
Supervisory position

Reconfirming findings in other sectors, supervisors earn on average 75.2% more than non-supervisors (₹317.6 per hour vs. ₹181.3 per hour). Female supervisors earn less than male supervisors but the difference is marginal with ₹4.9. Contrary to this,

female employees in non-supervisory positions earn ₹34.7 less than their male colleagues, a difference of 21.4%. It is questionable whether reliable results can be obtained from a total of

865 participants. However, overall, it seems like wages have increased for supervisors and decreased for non-supervisors between 2014 and 2016 (except for female in 2016).

Table 43: Median hourly wage by supervisory positions  
(Median gross hourly wage)



Source: WageIndicator Foundation, when written in italic there was number of observation between 10 and 20



Tenure groups

Table 44 depicts wage increases of around 60% for two consecutive tenure groups with the most of the work experience. Also in the Legal

and market consultancy and business activities sector wages grow strongly with the years of service in the Indian labour market. In the first three

tenure groups - 0-2 and 3-5 years of experience – wages seem to decrease, whereas they rose in the highest years of service category 6-10 and 11+.

Table 44: Wages by tenure groups

Year	Share				Median gross hourly wage			
Experience	0-2	3-5	6-10	11+	0-2	3-5	6-10	11+
2014	16%	18%	19%	6%	132.8	181.5	357.5	548.5
2015	9%	10%	8%	3%	115.5	272.8	288.7	577.4
2016	3%	3%	4%	1%	129.9	223.2	300.2	760.2
Total	27%	31%	31%	11%	123.6	202.5	341.3	586.0

Source: WageIndicator Foundation, when written in italic there was number of observation between 10 and 20



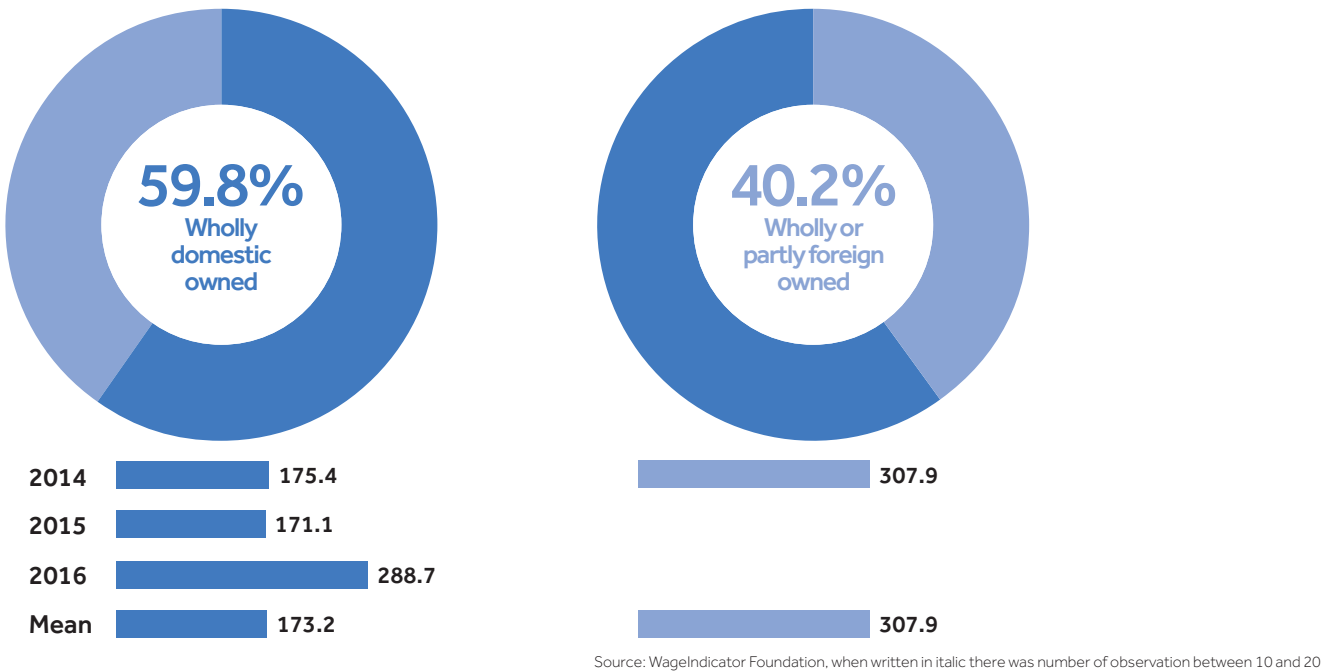
Ownership of company

Survey responses in this sector and category are too few to allow for a yearly comparison. Therefore, only means are compared. On average, employees in wholly foreign or partially

foreign owned companies own ₹307.9. Wholly domestically owned companies pay ₹173.2. This means, employees working in foreign owned companies

receive ₹134.7 more per hour and, thus, more than double the salary of employees in domestic companies.

Table 45: Median wages per company ownership



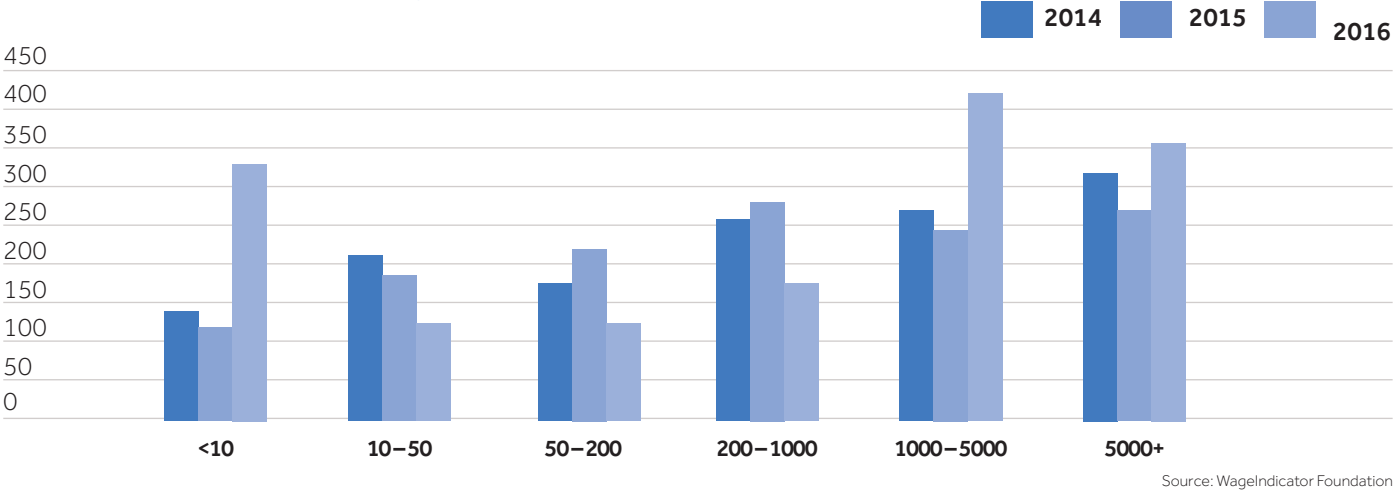
Size of company

While the trend towards larger companies paying higher median hourly wages was relatively clear in previous years with only a few exceptions, this year's sample is rather inconsistent. In general, wages in

larger companies are higher. However, they are highest in companies with 1000-5000 employees (around ₹424.2). The largest company-category only pays ₹369.5. According to the 2016-sample, lowest wages

are not paid in companies with less than 10 employees (around ₹336.8) but in companies with 50-200 (around ₹133.4) and 10-50 (around ₹132) employees.

Figure 8: Median gross hourly wages by company size (number of employees):



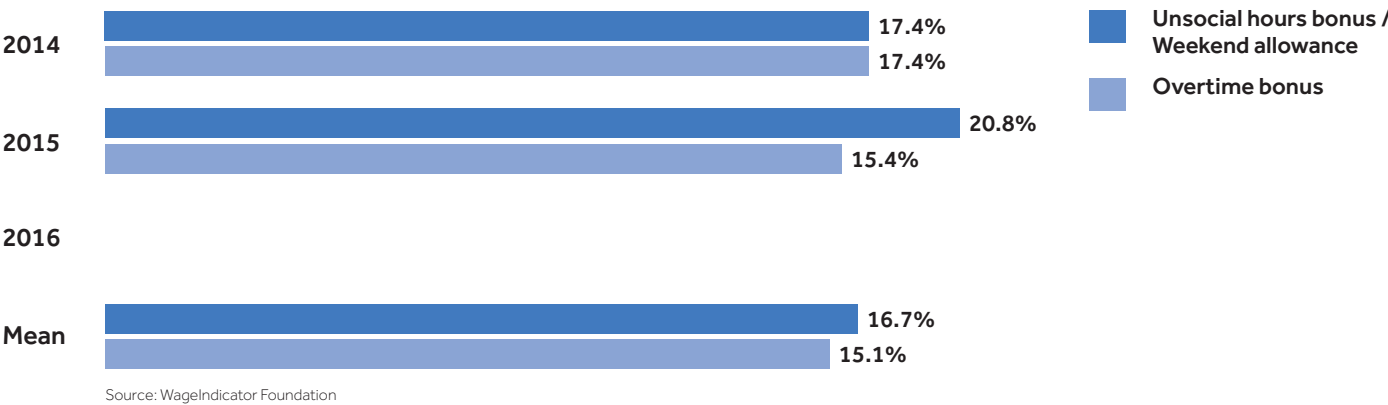
Bonus payments

Observations were again too few in 2016. On average, 16.7% of

employees received an unsocial hour's bonus or a weekend allowance

compared to 15.1% being paid extra for overtime.

Table 46: Additional pay for extra work  
Bonus received in last wage — Median monthly benefit received



Job satisfaction

As in previous years relationships to colleagues and to superiors scored highest with edition of Job security in the Legal and market consultancy

and business activities sector. Pay satisfaction ranked last at around 54.5% that is the trend we can see for all 3 years. What is surprising is that life

as-a-whole satisfaction dropped from around 58% to only 36.4%.<sup>14</sup>

Table 47: Satisfaction with work and life

Satisfaction with	Share of respondents satisfied		
	2014	2015	2016
Year			
Job	77.2	80.9	72.2
Pay	53.6	54.3	54.5
Commuting time	77.4	75.0	63.6
Work-life balance	71.7	77.8	54.5
Job security	61.8	62.2	81.8
Work environment	75.4	77.3	63.6
Working hours	83.6	66.7	63.6
Relationship to colleagues	86.0	82.2	75.0
Relationship to superiors	75.9	80.0	87.5
Life as-a-whole*	58.5	57.4	36.4

Source: WageIndicator Foundation, when written in italic there was number of observation between 10 and 20

<sup>14</sup>For all the job-related satisfaction questions, respondents are asked to rate their satisfaction level on a scale from 1 – highly dissatisfied to 5 – highly satisfied. For the satisfaction with life as-a-whole question, respondents are asked to rate on a scale from 1 to 10. To assess a percentage of satisfied respondents in terms of yes/no, WageIndicator considers answers from 3 to 5 on the five-point scale as satisfied (60% of the 5 options) and answers from 6 to 10 on the ten-point scale as satisfied (50% of the 10 options). Due to this different number and percentage of options considered satisfied, one may not compare the results of the satisfaction with life question and any of the job-related satisfaction questions.

# Manufacturing

The relatively small GDP-growth of 2.2% in 2012-2013 in the Indian manufacturing sector, has increased to 8.5% in 2014-2015 and by another percent point to 9.5% in 2015-2016 and are predicted to stabilize during the upcoming year (Open Government Data (OGD) Platform India, ND). "According to ILO, the share of employment in the sector decreased from 12.5 to 10.7 percent for male and from 12.2 to the same amount for female workers between 2014/2015 and 2015/2016 (ILO Country Office for India 2016)."

The median gross hourly wages in this sector are the second lowest paid in India. Despite the economic growth since 2014, they decreased strongly by 16.0%, going from 251.9 in 2014 to 252.1 in 2015 and 211.7 in 2016. The overall share of observations is 22.1%, making it the second largest one (4494 participants).

### Education

The higher number of participants in the Manufacturing sector allows for a

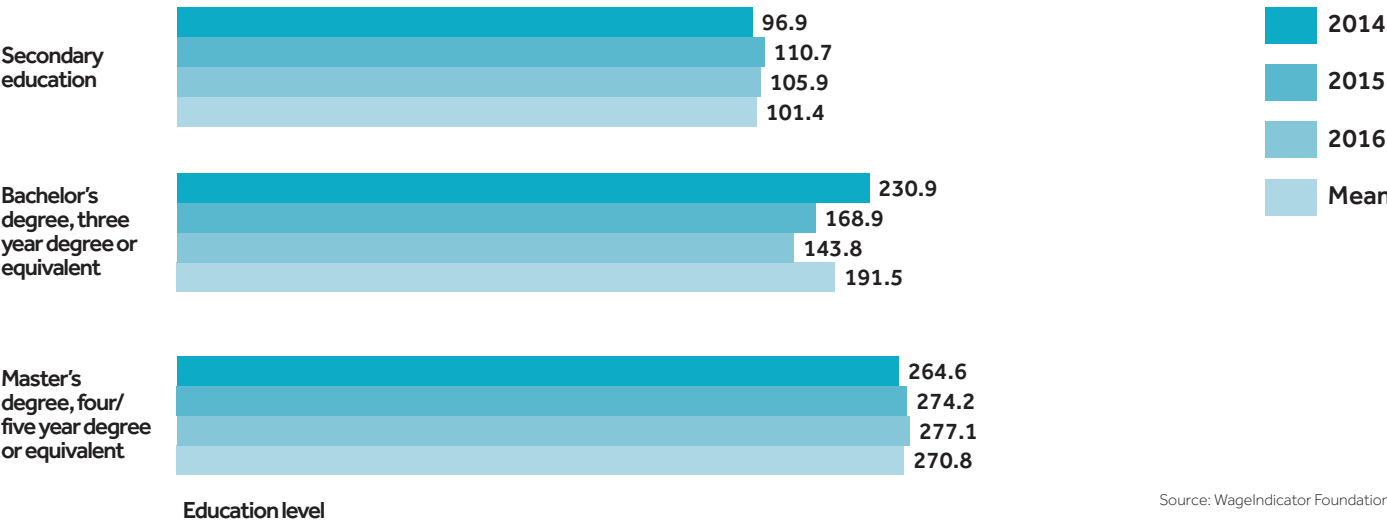
comparison between three levels of education; secondary education only, bachelor's degree, three year degree or equivalent and master's degree, four/five year degree or equivalent.

After a completion of secondary school, employees can expect hourly median wages of ₹101.4, bachelor graduates ₹191.5 and master's degree holders of ₹270.8. The data gathered reveals that, on average, additional wage gains between two consecutive categories are around 50%. Employees with only secondary education earn 62.6% less than master graduates.

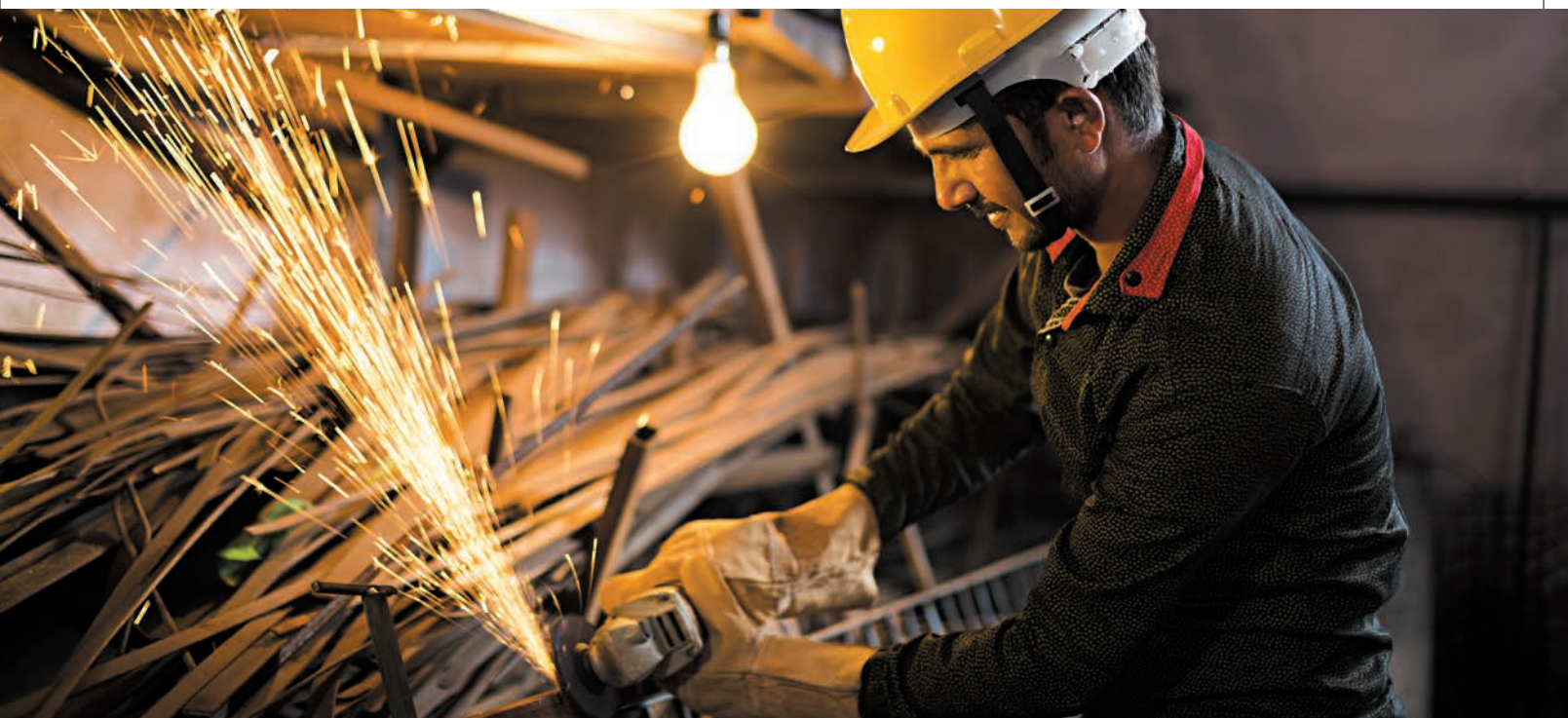
Notably, wage developments observed from 2014 to 2016 do not confirm the general trend. While wages for employees with only secondary education rose in 2015 by ₹13.8 (14.2%), they dropped by ₹4.8 (4.3%) in the following year. Master's wages also rose gradually, from ₹264.6 to 277.1 (₹12.5; +4.7%) during the observed period. Contrary to this, wages for bachelor's degree holders decreased strongly from ₹230.9 to

₹143.8 (-₹87.1; -37.7%). This means, in absolute terms increases for the lowest and the highest educational level are similar, secondary education only scores highest in relative terms. From a wage gap of nearly 60%, hourly median wages for employees with secondary education and bachelor graduates have approached to slightly above 25%. This means that holding a bachelor's degree pays off less and less in the Manufacturing sector. As relative increases have been highest for secondary school graduates the changes in benefits of education at master level should be investigated during the next years.

Table 48: Median hourly wage with respect to educational attainment (Median gross hourly wage)



Source: WageIndicator Foundation



### Gender

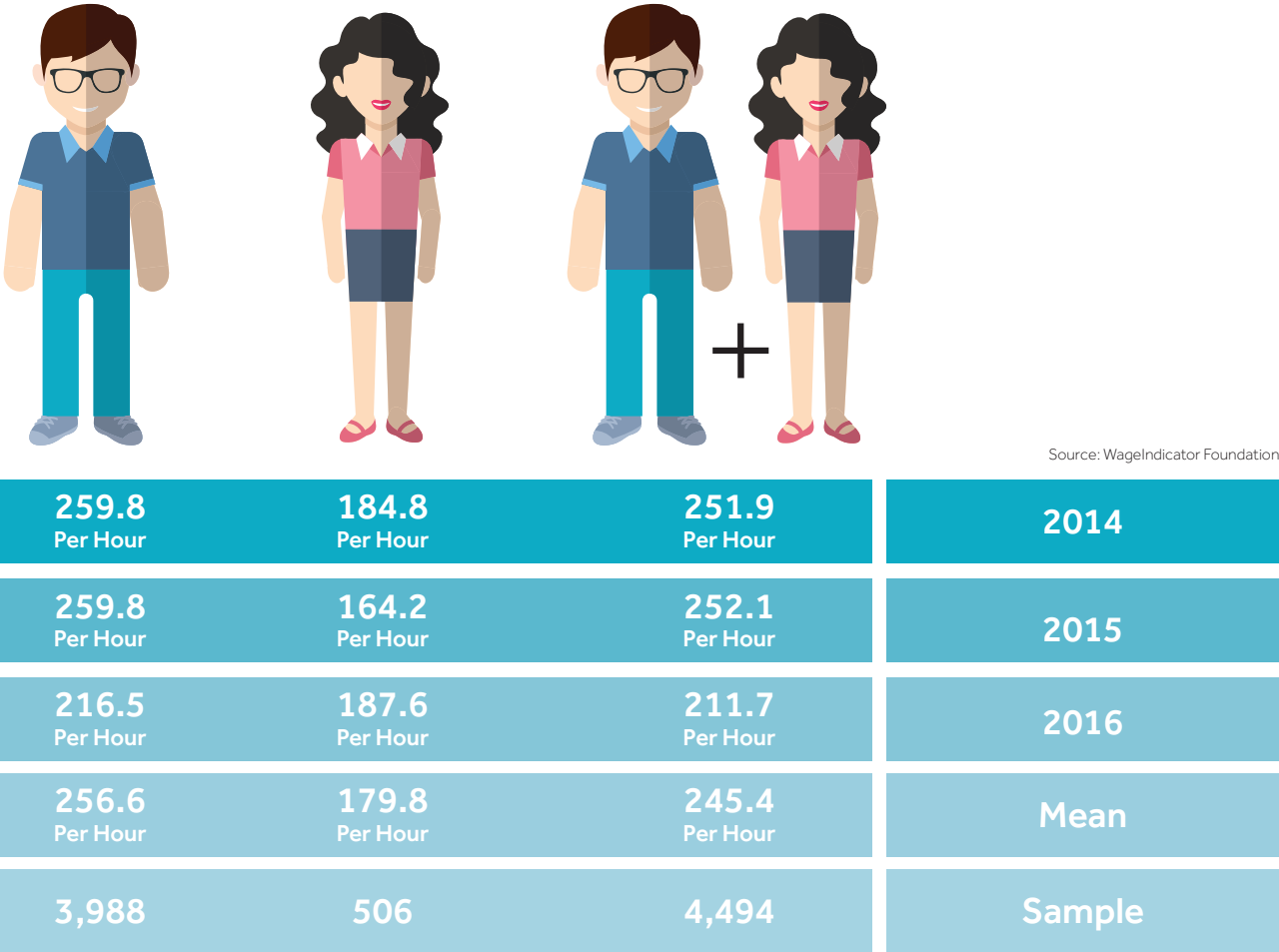
As Table 49 demonstrates also participants from the Manufacturing sector were predominantly male. Out of the 4.494 participants only 506 (11.3%) were female.

Male employees in the Manufacturing sector earn ₹256.6 on average, female

employees ₹179.8. This amounts to a gender pay gap of 29.9%. Compared to the average value observed in the WageIndex Report 2015 (34.9%) an improvement of 5 percentage points can be observed. However, the gap remains one of the highest in India.

When looking at the different years, after a setback in 2015 from ₹184.8 to ₹164.2 the wages rose to current ₹187.6. Wages for male employees stayed stable in 2015 but decreased by ₹43.3 in 2016, forming the gender pay gap 13.3%.

Table 49: Median hourly wage by gender and year (Median gross hourly wage)



Source: WageIndicator Foundation

different number and percentage of options considered satisfied, one may not compare the results of the satisfaction with life question and any of the job-related satisfaction questions.

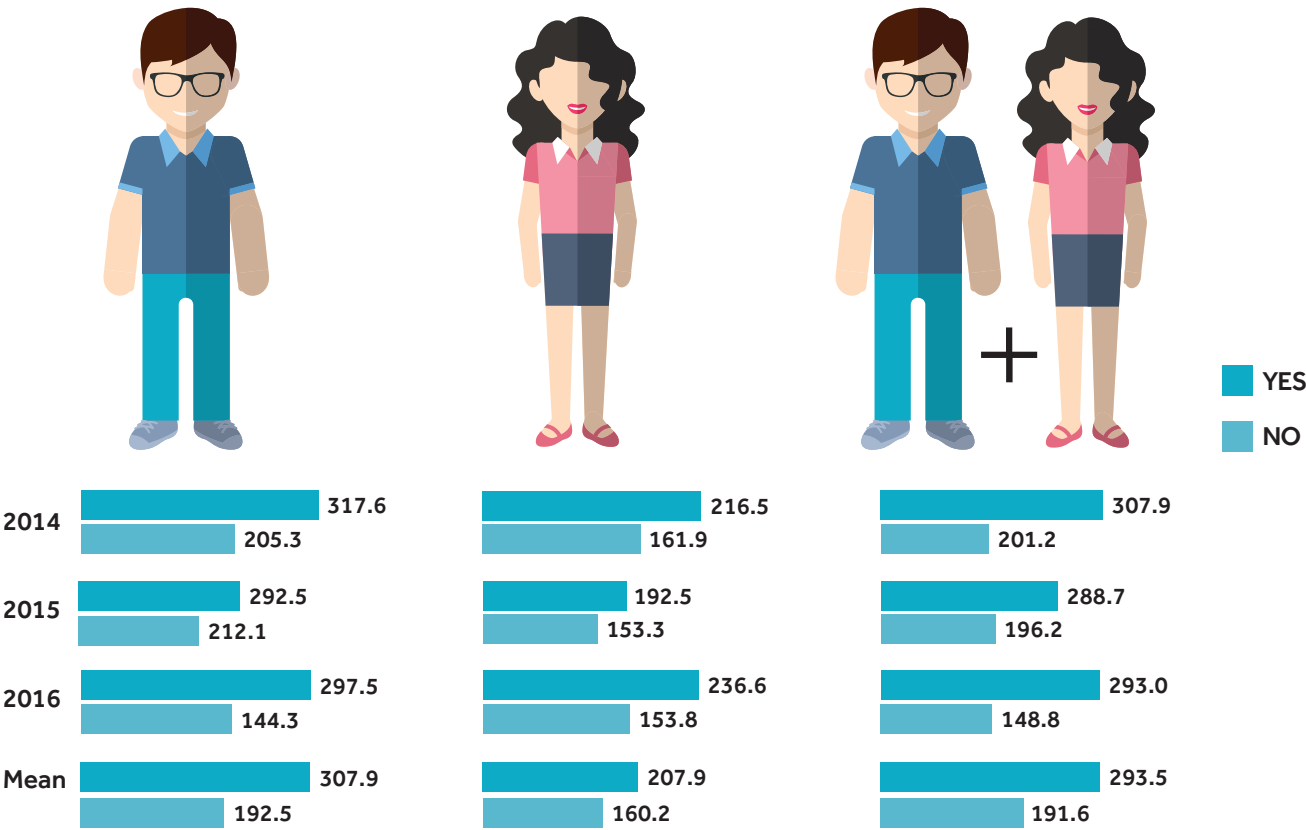
Supervisory position

On average, employees holding supervisory positions earn 34.7% more than their subordinates. The strong gender pay gap observed in the sector seems to be a result of mostly wage differences between male and female supervisors. Here, the gap between hourly median wages amounts to 32.5%, while the one for non-supervisory positions stays at 16.8%. This also means that wages in the female categories differ by only ₹47.7, while those in male categories differ by ₹115.4.

Over time, wages for male supervisors have slightly decreased from ₹317.6 to ₹297.5 (-₹20.1; 6.3%). Wages for female supervisors have increased within the same period from ₹216.5 to 236.6 (+8.5). This means that the gender pay gap decreased from approximately 30% in 2014 to 20.5% in 2016. Thus, for the first time, a wage difference of around ₹100 between men and women has been disrupted. Wages for male and female non-supervisory employees again behave

contrary to each other. Female employees witnessed a slight wage decrease in 2015 (-₹8.6) followed by slight increase of ₹0.5 in 2016. Male subordinates' wages grew from ₹205.3 to ₹212.1 (₹6.8) in 2015 and fell significantly by ₹67.8 (-32.0%) in 2016. This also means that wages for female employees in non-supervisory positions surpassed male non-supervisors by around ₹9.5.

Table 50: Median hourly wage by supervisory positions  
(Median gross hourly wage)



Source: WageIndicator Foundation



Tenure groups

Table 51 shows wages by tenure groups in the manufacturing sector. Wage increases between consecutive groups are less consistent than in other sectors: employees with 3-5 years of service earn 38.0% more than job beginners, after 6 to 10 years of experience another 61.5% are added. Employees with 11+ years in the labour market earn 57.3% more than the 6-10-years tenure group. This means, the biggest relative wage increase can be found between 5 and 6 years of

service, the highest absolute increase still between the two highest tenure groups (+₹155.9). Experience pays off. However, the importance of experience for median hourly wages seems to shrink. Wages for job beginners have continuously but only marginally decreased, those for employees with 3 to 5 years of service remained stable despite a slight drop in 2015 and 2016. The two highest experience groups have witnessed the biggest negative changes. Wages

for employees with 6 to 10 years in the labour marked have dropped gradually from ₹283.9 to 246.3 (-₹37.6; -13.2%), 11+ wages saw the strongest decrease from ₹448.4 to ₹329.9 (-₹118.5; -26.4%). Employees with fewer years of experience seem to profit from the economic development in India. For the yearly comparisons it has to be noted that 2016 had the lowest participation rates out of the three years investigated.

Table 51: Wages by tenure groups

Year		Share				Median gross hourly wage			
Experience		0-2	3-5	6-10	11+	0-2	3-5	6-10	11+
2014		8%	13%	15%	16%	134.7	173.2	283.9	448.4
2015		5%	7%	12%	9%	115.5	164.2	269.2	444.7
2016		2%	3%	5%	5%	106.9	154.6	246.3	329.9
Total		15%	23%	32%	30%	122.0	168.4	272.0	427.9

Source: WageIndicator Foundation

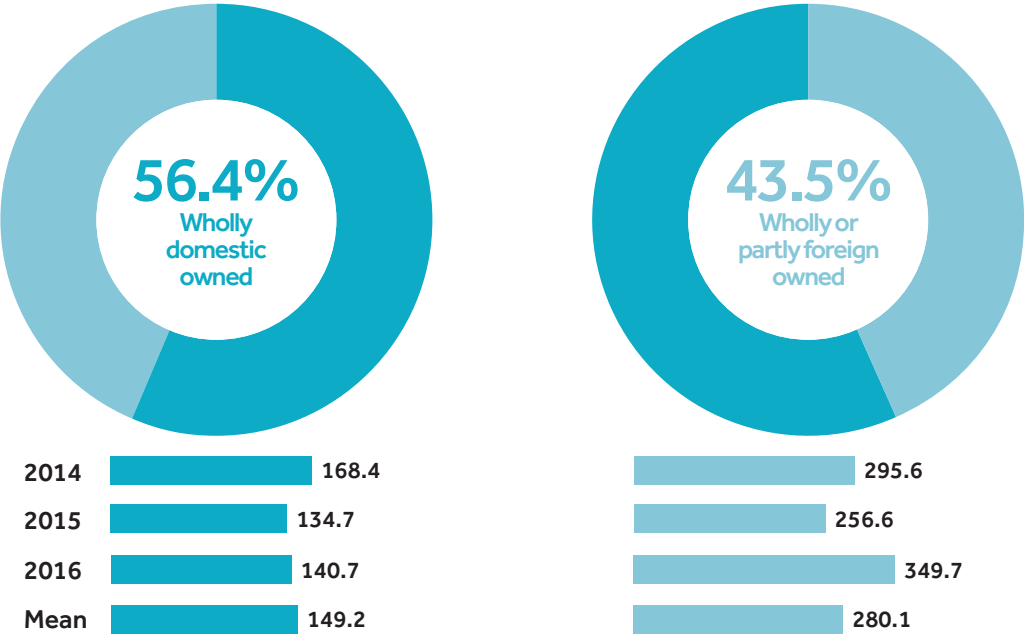
Ownership of company

According to our sample, employees in wholly domestically owned companies earn an hourly median wage of ₹149.2 compared to ₹280.1 paid in wholly or partially foreign owned companies.

This means that wages nearly double in foreign companies. Wages in domestic companies only recovered from the drop in 2015 a certain extent, staying below wage levels of 2014

(-₹27.7; -16.4%) in 2016. Those for employees in international companies also fell in 2015, but recovered and reached ₹349.7 (+₹54.1; 18.3%)

Table 52: Median wages per company ownership



Source: WageIndicator Foundation

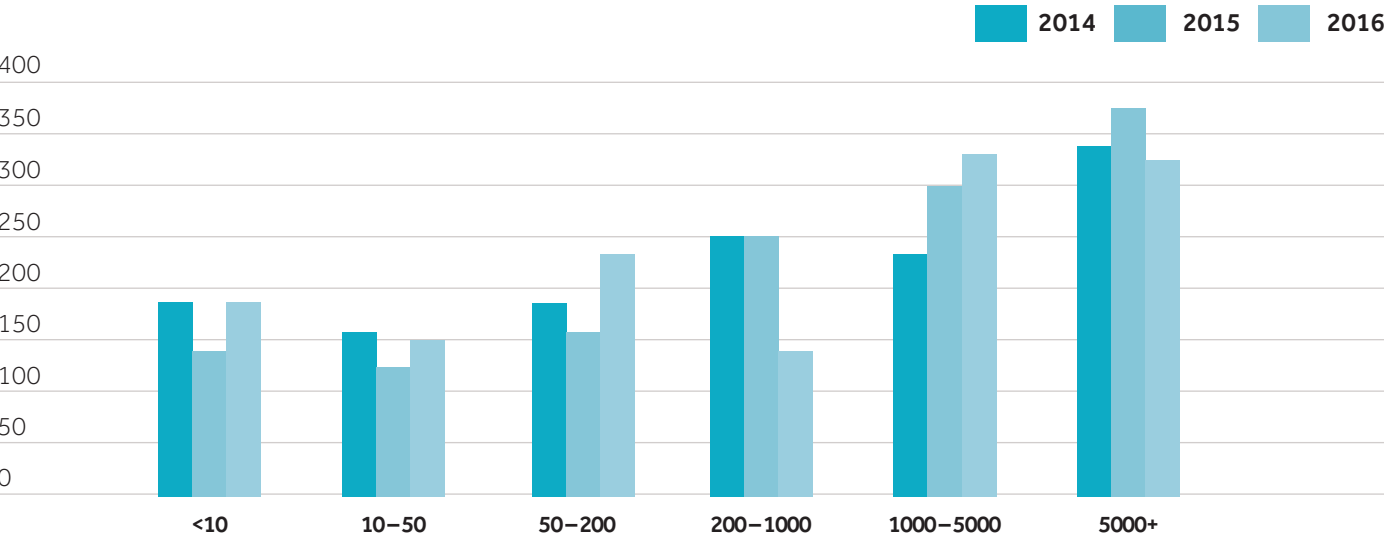
Size of company

In general, when looking at manufactural wages in relation to the size of the employing company presented in Figure 9, bigger companies still pay higher wages in 2016. This relation, however, is less obvious than in previous years, as

companies with 10 to 50 and 200 to 1000 employees pay the lowest hourly median wages of around ₹150 each. Additionally, differences between the wage levels have shrunk. Companies with less than 10 employees pay around ₹138.6 less than the two

biggest categories. The latter pay the highest wages of around ₹333.6. Wage levels changed especially in smaller-sized companies 50-200 and 200-1000) highlighting the impact one employee can have on the overall sample results.

Figure 9: Median gross hourly wages by company size (number of employees):



Source: WageIndicator Foundation



Bonus payments

In general, more people received unsocial hours bonus and weekend allowances (18.2%) than overtime bonus (13.8%). As in the previous sector we can see the continuous percentage decrease of bonuses both in unsocial hours/ weekend allowance and overtime bonus.

Table 53: Additional pay for extra work  
Bonus received in last wage — Median monthly benefit received



Source: WageIndicator Foundation



Job satisfaction

As in other sectors, relationships to colleagues and superiors in the Manufacturing sector score highest with 89.3% and 82.4%. Most values are slightly higher than in the general sample, especially for commuting time, for which nearly 5.5 percentage points are added in comparison to 2015. Manufacturing sector is the second worst paid in India, but despite it we can see slight rise from 50.8% to 53.5%<sup>15</sup> Overall job satisfaction has slightly gone down over time, life satisfaction decreased in comparison to 2014 for about 7 percentage points.

Table 54: Satisfaction with work and life

Satisfaction with	Share of respondents satisfied		
Year	2014	2015	2016
Job	76.9	75.3	75.9
Pay	58.8	50.8	53.5
Commuting time	71.4	65.9	71.4
Work-life balance	69.8	72.9	69.0
Job security	70.9	66.1	78.3
Work environment	71.6	71.8	73.8
Working hours	74.6	74.6	81.0
Relationship to colleagues	87.8	87.1	89.3
Relationship to superiors	83.6	79.5	82.4
Life as-a-whole*	61.0	58.8	54.0

Source: WageIndicator Foundation

<sup>15</sup>For all the job-related satisfaction questions, respondents are asked to rate their satisfaction level on a scale from 1 – highly dissatisfied to 5 – highly satisfied. For the satisfaction with life as-a-whole question, respondents are asked to rate on a scale from 1 to 10. To assess a percentage of satisfied respondents in terms of yes/no, WageIndicator considers answers from 3 to 5 on the five-point scale as satisfied (60% of the 5 options) and answers from 6 to 10 on the ten-point scale as satisfied (50% of the 10 options). Due to this different number and percentage of options considered satisfied, one may not compare the results of the satisfaction with life question and any of the job-related satisfaction questions.

# Transport, Logistics and Communications

In the sector of Transport, logistics and communication, the overall sample of observations is only 1002 participants (4.9% of all respondents). The reliability of conclusions drawn from the data is again limited.

The median gross hourly wages in the sector went from ₹269.4 in 2014 to 259.8 in 2015 and 257.4 in 2016. This means an decrease of 4.5% over time.

According to Indian governmental data, this sector has the highest growth rates since the crisis, with 11.1% in 2013-2014, 13.0 and 13.6 in 2014-2015 and 2015-2016 respectively. This trend is expected to

continue in 2016-2017 with a growth rate of 14.1%.

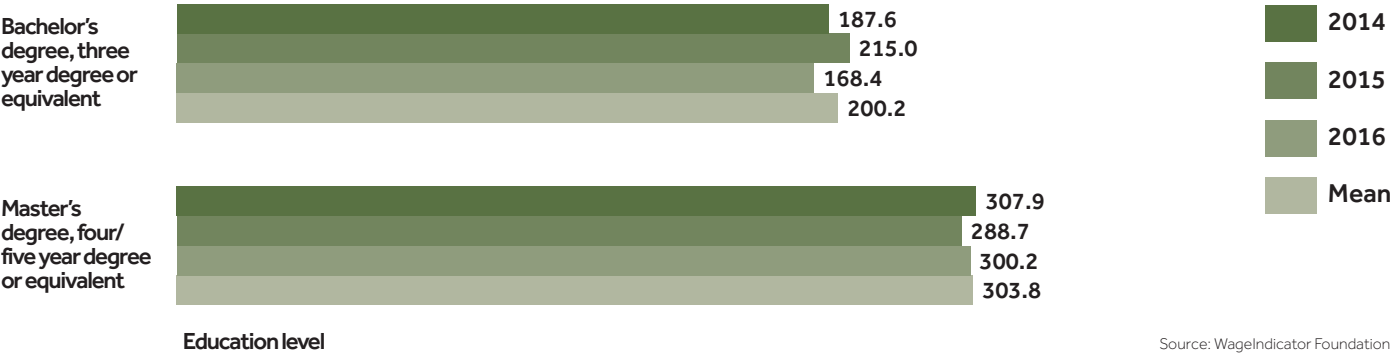
### Education

Again only comparing bachelor's degree holders and master graduates, the former earn ₹200.2 on average, the latter ₹303.8. This is a difference of ₹103.6 or 34.1% in hourly median wages.

The gap was at its lowest with ₹73.7 (25.5%) in 2015, when wages for bachelor graduates increased from ₹187.6 to ₹215.0 and those for master's degree holders went down from ₹307.9 to ₹288.7. In 2016,

however, wages for master graduates nearly reached the levels from 2014 (+₹11.5; +4.0%), while the positive trend in wages of bachelor's degree holders became negative. Median wages for this group went down by nearly ₹50. This left bachelor graduates with only ₹168.4 per hour. Together with wages of bachelor's degree holders in the education and research sector, these are the lowest observed for this educational level. In spite of remaining more stable, wages for master graduates are also rather low in comparison to other sectors.

Table 55: Median hourly wage with respect to educational attainment (Median gross hourly wage)



Source: WageIndicator Foundation



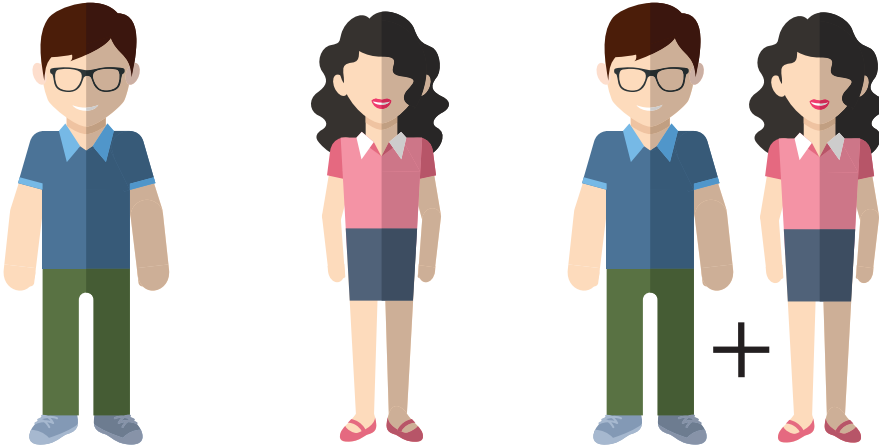
### Gender

As Table 56 shows, male and female employees in the Transport, logistics and communications sector earn similar wages on average. Women remain underpaid by 5.2%. However, when taking a closer look at the different years, wages of men

went up after a drop in 2015 to reach ₹264.4 in 2016. Those for female employees increased in 2015, but then decreased more than 8% to stay at ₹244.1. We should mention that there is not so much observation for female in 2016, which can explain

decrease in comparison to 2015. The gender pay gap in 2016 is around ₹20 (7.7%). As in other sectors, women are under-represented with only 13.8% of respondents.

Table 56: Median hourly wage by gender and year (Median gross hourly wage)



271.0 Per Hour	258.2 Per Hour	269.4 Per Hour	2014
259.8 Per Hour	265.6 Per Hour	259.8 Per Hour	2015
264.4 Per Hour	244.1 Per Hour	257.4 Per Hour	2016
270.7 Per Hour	256.6 Per Hour	269.4 Per Hour	Mean
867	135	1,002	Sample

Source: WageIndicator Foundation

Different number and percentage of options considered satisfied, one may not compare the results of the satisfaction with life question and any of the job-related satisfaction questions.



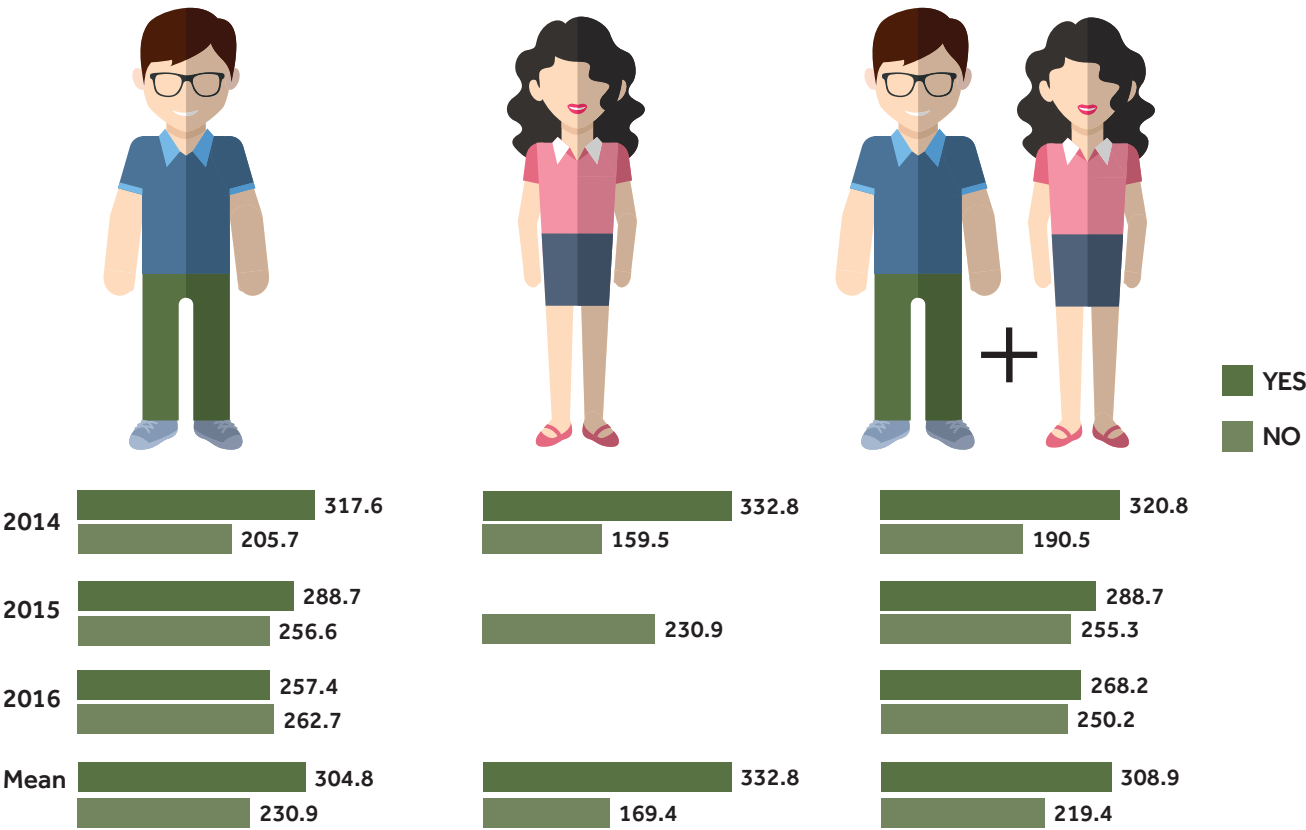
Supervisory position

Regarding gender and the position within the company the sample data for female employees for the years 2015 and 2016 was not sufficient. Based on data from 2014 only, we see that women in supervisory positions earn ₹332.8, their male counterparts only ₹304.8. Therefore, with a difference of ₹28.0 per hour, we have an inversed gender pay gap of 5.9% in the Transport, logistics and communications sector. However, when looking at non-supervisory wage levels, the trend 'normalizes' again.

Women earn on average ₹61.5 less than men, creating a gap of 26.6%. Between 2014 and 2015, wages decreased for male supervisors. They went from ₹317.6 to 288.7 (–₹28.9) and dropped another ₹31.3 following year. Overall decrease was at level 19.0%. We cannot make comparisons for female supervisors as data is only sufficient for the year 2015 and 2016. For non-supervisory positions, wages for female employees again showed greater variation. Wages increased

significantly from ₹159.5 to ₹230.9 (+₹71.4; +44.8%) in 2015. Male employees' wages grew strongly and about the same amount as women's but within two years. Wages went from ₹205.7 to ₹262.7 (+₹57.0) IN 2016.

Table 57: Median hourly wage by supervisory positions (Median gross hourly wage)



Source: WageIndicator Foundation



Tenure groups

Table 58 presents wages for the different tenure groups. The rise from 10 to 11 or more years in the market constitutes with 47.6%, the transition from 2 to 3 years of service sees the biggest increase with 57.0% and transition from 5 to 6 years by 45.1%. While wages in the first three groups

shrank slightly in 2015, employees with 11+ years of experience earned ₹127.3 (30%) more per hour than in the previous year. Only the most experienced income group witnessed a stark decrease in hourly median wages of 29.5%.

Additional gains coming from more experience vary over time. Differences between job beginners and employees with more than 11 years of service move from +67.9% in 2014 to 78.1% in 2015 and to 46.6% in 2016.

Table 58: Wages by tenure groups

Year		Share				Median gross hourly wage			
Experience		0-2	3-5	6-10	11+	0-2	3-5	6-10	11+
2014		8%	14%	23%	11%	134.1	202.1	307.9	418.3
2015		4%	8%	14%	7%	119.6	177.7	286.4	545.6
2016		1%	3%	3%	3%	205.5	240.6	283.9	384.9
Total		14%	26%	39%	21%	128.3	202.1	293.3	433.0

Source: WageIndicator Foundation, when written in italic there was number of observation between 10 and 20

Ownership of company

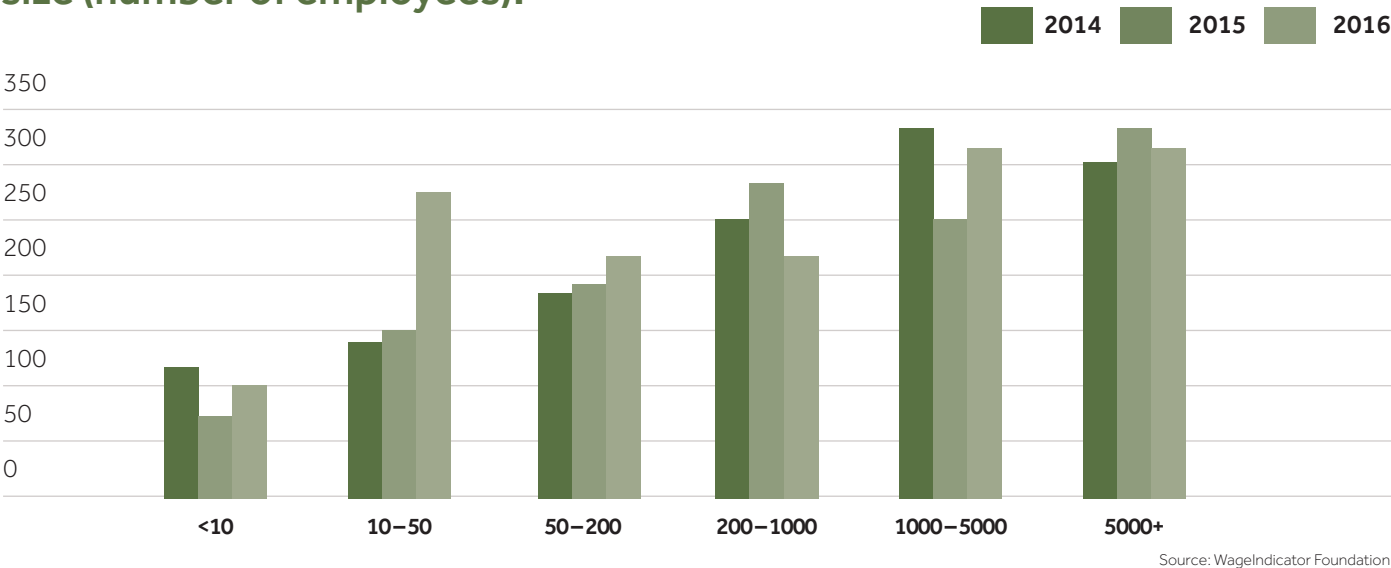
The small sample for this sector is not sufficient to provide a year-by-year comparison. All that can be concluded is that during the whole sample period, the median wage of employees working in domestically owned companies was ₹165.5 per hour (based on 112 observations), and the median wage for employees of wholly or partially foreign owned companies was ₹443.4 per hour (based on 100 observations). However, one must bear in mind that even these findings can be biased due to the small sample.

Size of company

In the Transport, logistics and communications sector the general trend mentioned in previous sections is clearly viewable. Wages rise with the size of companies. The outlier for companies with 10 to 50 employers receiving the highest wages in this sector in India (around ₹275) and the minor decrease between the biggest two categories (wages around

₹300) form the only exceptions in 2016. Lowest wages of around ₹100 per hour are paid in companies with less than 10 employees. Comparing wages over time, those at the lower and upper end of the spectrum have decreased between 2014 and 2016.

Figure 10: Median gross hourly wages by company size (number of employees):



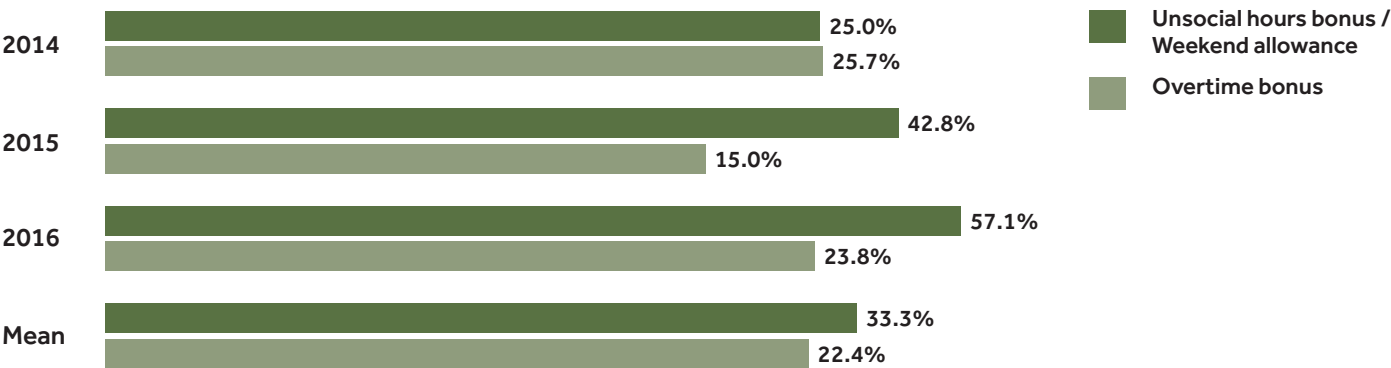
Bonus payments

Table 59 presents the survey results for additional pay for additional work. On average, 10.9% more of employees received an unsocial hours

bonus/weekend allowance than an overtime bonus (33.3% vs. 22.4%). We can see the big improvement in 2016, when the unsocial hour's bonus/

weekend allowances reached 57.1% and overtime bonus 23.4%.

Table 59: Additional pay for extra work  
Bonus received in last wage — Median monthly benefit received



Job satisfaction

In line with the findings in other sectors, in 2014, 2015 and 2016, job-related aspects employees were the most satisfied with were

the relationship to superiors and to colleagues and with work environment. Similar to other sectors, however, pay satisfaction ranked lowest 61.1%. Life

satisfaction in the Transport, logistics and communications sector was around 77.8%<sup>16</sup>, which is the significant rise in comparison to 54.2% in 2014.

Table 60: Satisfaction with work and life

Satisfaction with	Share of respondents satisfied		
Year	2014	2015	2016
Job	73.0	75.0	94.4
Pay	59.4	50.0	61.1
Commuting time	78.3	73.7	66.7
Work-life balance	71.9	78.9	72.2
Job security	67.2	60.0	83.3
Work environment	62.5	74.4	88.9
Working hours	79.7	81.6	83.3
Relationship to colleagues	84.1	86.5	87.5
Relationship to superiors	79.4	81.6	93.8
Life as-a-whole*	54.2	58.0	77.8

Source: WageIndicator Foundation when written in italic there was number of observation between 10 and 20

<sup>16</sup>For all the job-related satisfaction questions, respondents are asked to rate their satisfaction level on a scale from 1 – highly dissatisfied to 5 – highly satisfied. For the satisfaction with life as-a-whole question, respondents are asked to rate on a scale from 1 to 10. To assess a percentage of satisfied respondents in terms of yes/no, WageIndicator considers answers from 3 to 5 on the five-point scale as satisfied (60% of the 5 options) and answers from 6 to 10 on the ten-point scale as satisfied (50% of the 10 options). Due to this different number and percentage of options considered satisfied, one may not compare the results of the satisfaction with life question and any of the job-related satisfaction questions.



# Worldwide comparison of occupations



# Worldwide comparison of occupations

The WageIndicator database covers different occupational groups in various regions and their countries; the European Union, the former Soviet Union area, the Americas and some Asian and African countries. This allows for global wage comparisons with wages paid on the Indian labour market. Managers, Professionals and Technical and associate professionals form the three occupational groups examined. Each of them consists of diverse occupations from different sectors. As access to a computer and the participation in internet surveys are higher in high-skilled and medium-skilled environments, most observations at hand come from these groups.

To adjust for differing price levels in the countries examined, PPP (Purchasing Power Parity) in international US dollars is used to make the gross median

hourly wage comparable. Through the PPP gross wage figures express the wage equivalent in US dollars. The relative purchasing power in the United States equals the actual purchasing power with the wage gained in the local currency.

The sample period in which the data was gathered is January 2014 to December 2016. As the respective inflation rate differs across countries and time, PPP conversion rates were taken from the IMF's most recent WEO database and used separately for each year (2014, 2015 and 2016 estimates).

PPP of Managers and Technicians and associate professionals in India is close to the upper end of the spectrum. This mostly consists of European countries, the US and South Africa. Professionals' PPP is rather average. In most cases India outperforms

its Asian neighbours and other countries in the developing world. From the Americas, only Chile and Peru have similar values on average. The few Eastern European countries represented in this table also score lower than India in all occupational groups. After this assessment, life in India as a medium- or high-skilled worker seems quite comfortable. However, PPP for low-skilled workers can be expected to be much lower; Wage differences between educational levels and supervisory and non-supervisory positions observed in the 2016-sample were large.<sup>17</sup> The values for India presented in this table, therefore, might not reflect the PPP and, thus, living conditions of the whole labour force.

<sup>17</sup>Paycheck.in Cost of Living survey can be found at <http://www.paycheck.in/main/salary/cost-of-living-survey>. WageIndicator uses the collected cost of living data to calculate the Living wages and Wages in context, which WageIndicator publishes in an online map: <http://www.wageindicator.org/main/salary/living-wage/living-wage-map>

Table 61: Global comparison of PPP

Country	Managers	Professionals	Technicians and associate professionals
Angola	12.34	11.85	6.39
Azerbaijan	13.55	10.69	12.28
Argentina	23.44	13.55	6.91
Austria	27.85	23.21	19.53
Belgium	28.35	21.29	19.08
Brazil	15.00	13.36	6.14
Belarus	8.23	5.48	4.51
Sri Lanka	8.90	5.77	4.07
Chile	27.11	15.55	9.34
Colombia	16.91	10.75	5.79
Costa Rica	15.25	10.01	6.10
Czech Republic	16.57	12.97	10.62
Denmark	30.14	26.85	23.01
El Salvador	14.48	9.63	5.49
Finland	26.89	21.39	18.20
France	28.82	24.21	16.22
Germany	23.81	26.65	21.82
Ghana	13.98	9.52	5.94
Guatemala	21.83	11.41	6.71
Honduras	10.07	7.80	5.18
Hungary	11.92	7.73	7.85
India	24.49	16.63	11.72
Indonesia	9.55	5.94	5.22
Italy	26.77	18.82	15.73
Kazakhstan	10.16	8.02	6.06
Kenya	12.69	7.62	5.53
Madagascar	6.81	5.51	3.56
Mexico	16.81	9.94	6.91
Mozambique	9.69	8.39	4.96
Netherlands	26.91	20.80	18.86
Nicaragua	10.31	6.43	4.22
Pakistan	11.38	7.83	6.03
Paraguay	14.21	10.33	5.96
Peru	24.96	12.88	7.85
Portugal	14.13	11.21	7.26
Russian Federation	13.04	9.05	6.82
Senegal	9.10	9.29	6.50
Slovakia	14.59	11.92	9.67
South Africa	23.87	21.14	12.97
Zimbabwe	13.35	12.16	8.64
Spain	26.48	18.14	13.92
Sweden	28.73	22.08	19.92
Ukraine	6.29	3.97	2.92
Egypt	20.35	11.23	10.50
United Kingdom	21.02	19.41	15.15
Tanzania	15.49	9.75	5.53
United States	26.81	28.86	17.58
Zambia	22.01	15.48	10.44

Source: WageIndicator (2014-2016); Purchasing power parity adjustment based on the IMF's latest WEO database (October 2016), which provides PPP figures for calendar years 2014, 2015 and estimation from early 2016  
Note: Only results for countries with more than 100 observations in each of the three occupation groups are reported.



## Conclusion

This report covered median wages in India's formal economy, as well as sectorial median wages. The sectors assessed were Construction and technical consultancy; Education and research; Financial services, banking, and insurance; Healthcare, caring services, and social work; ICT services; Legal and market consultancy, business activities; Manufacturing; and Transport, logistics, and communication.

As in the previous years, the Financial sector paid the highest wages between January and December 2016 with ₹433.0 per hour on median. Similar to other years, the lowest median wage (₹184.9) is still received in the Education and research sector. It decreased over the past year. The gap between the best and worst paid sector is 53.4%. Hopes expressed in previous reports, that the booming demand for education in India, which also raises the demand for qualified teachers and professors, could lead to higher wages in the education and research sector has not been fulfilled (yet).

This demand is also based on the fact that education is one of the key determinants for higher wages and, in most cases, income security in India. Holders of a master's degree earn ₹307.9 per hour in median, wages are growing strongly. Employees with only secondary education earn much less with ₹115.5 per hour. Bachelor's degree holders' wages shrank between

2014 and 2016 to ₹224.7. This again highlights the growing importance of graduating not only in a bachelor's but in a master's program. However, also experience in the Indian labour market plays a significant role. Wages rise strongly in all sectors with more years of service.

The share of employees receiving extra pay for extra work (unsocial working hours/ weekend allowance and overtime bonus) has risen slightly, in some cases to around 25%. Still this means it is not the norm. One possible explanation is that employees could simply stick to their set hours. However, with the increasing growth in most of India's sectors this is not very likely.

This report has also shown that the size of the employing company has an effect on hourly median wages: The larger the company, the higher the wages. This relationship has proven true in most of the cases. Additionally, company ownership plays a crucial role in determining wage levels. In general, partly or wholly foreign owned companies pay higher wages than domestic ones. It should be investigated if these higher wages lead to greater motivation among employees, heightening efficiency above domestic companies' levels. On the other hand, foreign companies could dispose of more elaborated processes and methods of production. If that is the case, these could be integrated into the modus operandi of

domestic firms. Financial advantages of working in foreign owned companies have decreased by 8.6% over time. This gives way to the idea that the influx of foreign producers slowly adapts to domestic conditions.

Also in the formal sector women remain underpaid by 24.8% on average when comparing median wages for female and male employees. The largest gender pay gap in 2016 was found in the Transport, logistics and communication (42.4%). The lowest was recorded in the Education and research, where women earned 3.4% more than men.

In 2016, the amount of employees satisfied with their job grew slightly to 77.3%. 58.6% were satisfied with their life as a whole. Only 48.4% indicated being satisfied with their pay. The number is decreasing. In general, with the exception of pay, conditions at work seem to raise while conditions surrounding work (commuting time, work-life balance) become more and more problematic.

With increasing growth in every sector examined, wages rose in six of the eight sectors. The highest wage increase could be found in the Financial services, banking and insurance sector 40.6% within one year. Decreases in 2016 were recorded in the Transport, logistics, and communication (-1%) and Manufacturing (-16.0%) sector.

# Appendix

## Appendix 1 - Typical occupations in analysed industries

Construction, Technical Consultancy				
Construction supervisors	Civil engineers	Mechanical engineers	Electrical engineers	Building architects
Education, Research				
Education methods specialist	Secondary education teachers	Primary school teachers	University & higher education teachers	teaching professionals not elsewhere classified
Financial services, banking insurance				
Financial analysts	Accounting associate professionals	Accountants	Financial & insurance services branch managers	Credit & loans officers
Healthcare, caring services				
Health service managers	Specialist medical practitioners	Technical & medical sales professionals	Generalist medical practitioners	Nursing professionals
ICT				
Systems analysts	Software developers	Software & applications developers	Information & communication technology engineers	Systems administrators
Legal and market consultancy, business				
Personnel & careers professionals	Legal & related associate professionals	Advertising & marketing professionals	Sales & marketing managers	Business services & administration managers
Manufacturing				
Manufacturing supervisors	Mechanical engineers	Motor vehicle mechanics & repairers	Industrial & production engineers	manufacturing managers
Transport, logistics, communication				
Telecommunications engineers	Clearing & forwarding agents	Stock clerks	Freight handlers	Supply, distribution & related managers

# Bibliography

ADB. (2007, June). Transport Sector in India - Focusing on Results. ADB Sector Assistance Program Evaluation. Operations Evaluation Department, Asian Development Bank.

Census of India 2011. New Delhi: Office of the Registrar General and Census Commissioner, India.

CII. (2014). CII Health Sector Review. Retrieved from Confederation of Indian Industry.

CII. (2014). Manufacturing Sector Review. Retrieved June 2014, from Confederation of Indian Industry.

Consultancy Development Centre. (2006). Export Promotion of Consultancy and Management Services from India. New Delhi: Ministry of Commerce and Industry, Government of India.

Open Government Data (OGD) Platform India. (No date). Annual Growth Rate of GDP by industry of origin at constant (2004-2005) prices.

European Business and Technology Centre. (2013). Market Study Report: Overview of the Demand in Indian Transport and Logistics Industry. Retrieved July 2014 from European Business and Technology Centre.

Equentis Capital. (2013). Healthcare Sector in India. Mumbai: Equentis Capital.

Economic Survey. (2013). Economic Survey 2012-13. Ministry of Finance, Government of India.

Government of India. (2014). E-Governance Initiatives. Retrieved 2014, from India Government National Portal of India.

Government of India. (2012-13). Electronics and Information Technology, Annual Report. New Delhi: Ministry of Communications and Information Technology, Department of Electronics and Information Technology.

Guzi, M., & Pedraza, P. (2013, September). A Web Survey Analysis of the Subjective Well-being of Spanish Workers. IZA Discussion Paper No. 7618. Bonn, Germany: Institute for the Study of Labour.

IBEF. (2013). Indian Logistics Industry: Gaining Momentum, A Report on The Performance and Emerging Trends in the Indian Logistics Industry. New Delhi: India Brand Equity Foundation.

IBEF. (2013). Innovation in Indian Manufacturing. New Delhi: India Brand Equity Foundation.

IBEF. (2013, January). The Indian Infrastructure Sector: Investments, Growth and Prospects. Indian Brand Equity Foundation.

IBEF. (2014, June). Education Sector in India. India Brand Equity Foundation.

IBEF. (2014, June). Insurance Sector in India. Sectoral Report. India Brand Equity Foundation.

IBEF. (2014, April). Sectoral Report. India Brand Equity Foundation.

ILO Country Office for India. (2016, July). India Labour Market Update. ILO.

IMF. (2013). World Economic Outlook Database. Retrieved 2014, from International Monetary Fund.

Institute for Human Development. (2014). India Labour and Employment Report 2014. New Delhi: Institute for Human Development.

Kabina, Thomas. (2015, October). WageIndex Report India – Wages and working conditions on the formal labour market in India. WageIndicator Foundation, from Wageindicator.org.

Ministry of Law and Justice. (2007). The Constitution of India. New Delhi: Government of India.

NDA Report. (2013, December). Investment in Healthcare Sector in India. Mumbai: Nishith Desai Associates.

OECD. (2013). Country Statistical Profile: India. Retrieved 2014, from OECD iLibrary.

Planning Commission. (2007). Report of the Working Group on Construction for The 11th Five Year Plan (2007-2012). New Delhi: Government of India.

Planning Commission of India. (2009). Mid-Term Appraisal of the Eleventh Five Year Plan. New Delhi: Government of India.

Planning Commission of India. (2012). Infrastructure Funding Requirements and its Sources over the implementation of the Twelfth Five Year Plan (2012 - 2017). New Delhi: Government of India.

Planning Commission of India. (2014, June 3). Employment Across Various Sectors. Databook for DCH. New Delhi: Government of India.

RBI. (2013, March 31). Annual Accounts of Banks. Appropriation of Profit of Scheduled Commercial Banks. Reserve Bank of India.

RBI. (2014, March 10). RBI Bulletin Survey on Computer Software & Information Technology Enabled Services Exports: 2012-13. Retrieved 2014, from Reserve Bank of India Bulletin.

Roychowdhury, A. Chandrasekhar, C. P., & Ghosh, J. (2006, December 9). The 'Demographic Dividend' and Young India's Economic Future. Economic & Political Weekly, XLI (No. 49).

The Code of Criminal Procedure. (1973). New Delhi: Law Commission of India.

The Payment of Bonus Act. (1965). The Payment of Bonus Act, 1965. Retrieved June 2014, from Labour Resources Department. Govt. of Bihar.

The World Bank. (2013). Transport in South Asia. Retrieved June 2014, from The World Bank.

Tijdens, K. G., & Van Klaveren, M. (2012). Frozen in time: Gender Pay Gap Unchanged for 10 Years. Brussels: ITUC.

Tijdens, K., & Osse, P. (n.d.). WageIndicator continuous web-survey on work and wages. Amsterdam: University of Amsterdam/AIAS and Stichting Loonwijzer.

TRAI. (2013, November 2013). Telecom Regulatory Authority of India,

Annual Report 2011-13. New Delhi: Telecom Regulatory Authority of India.

TRAI. (2014, March 12). Highlights on Telecom Subscription, Press Release No. 13/2014. Telecom Regulatory Authority of India.

Varkkey, B., & Korde, R. (2013, December). Exploring Job Satisfaction in India using Paycheck India Survey Data. WageIndicator Foundation.

Retrieved April 12, 2014, from Wageindicator.org.

Varkkey, B., & Korde, R. (2013, September). Gender Pay Gap in the Formal Sector: 2006 - 2013, Preliminary Evidences from Paycheck India Data. WageIndicator Foundation, from Wageindicator.org.

