



## INCREMENT TREND - 2019



**omam Consultants**  
Human Resource Consulting



## FORWARD

According to various international agencies, India will continue to remain world's fastest-growing economy in 2019 as well as in 2020.

The Indian industry has emerged & bounced back stronger and companies across all industries have seen good result in recent past.

Inspite of some clear challenges, Indian industry has much to look forward to, by way of study growth in both domestic & export markets.

This Increment - 2019 report is attempted to capture the mood, as to how the Indian industry is expecting to reward its employees by way of annual increments.

We at Omam Consultants would like to express our gratitude to each of the representatives of 500 plus companies across industry sectors and government bodies which helped in collating information on industry trend and numbers.

It was a challenging as well as exciting exercise for us to arrive-at this report through discussions with various industry personnel & government bodies and thereafter analysing it.

We do hope you will find the report informative and useful.

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Omam Consultants is pleased to present the result of increment cum industry trend for the year 2019 in the form of a report.

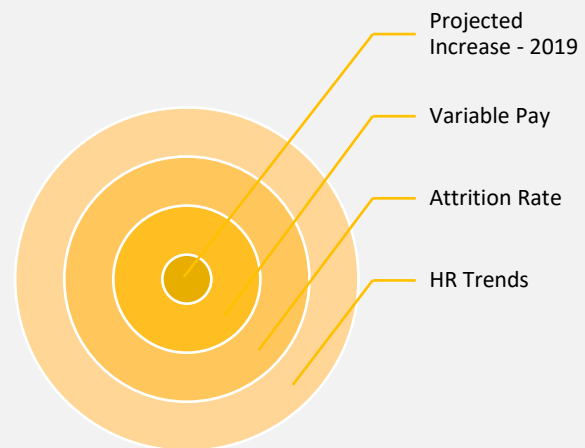
This report provides references for key trends, inter-alia covering - projected salary increment, actual attrition, actual variable pay percentages, emerging HR practices and other related information across industries.

The aim of this study is to help the companies in planning their compensation budgets.

We at Omam Consultants have been suggesting that organisations should pay employees fairly after a well thought “pay policy” & the rationale for level/ function specific increases/ corrections.

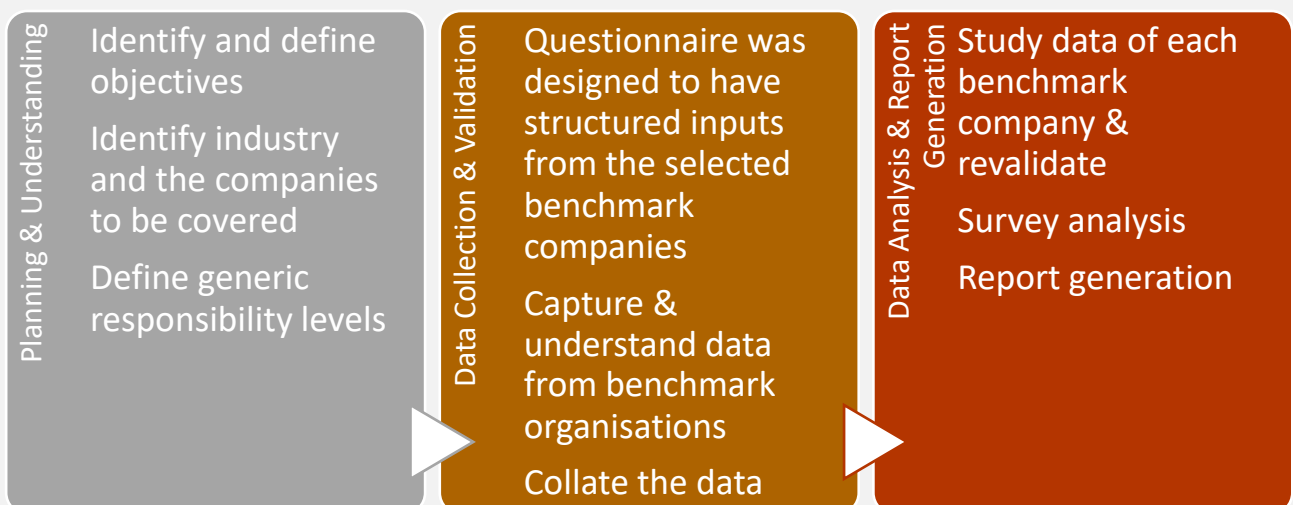
Compensation Benchmarking studies are handy for such interventions.

## Coverage



**The survey analysis brings together the findings across 14 industries.**

## Methodology





### Average Salary Increase 9.8%

- The overall average annual increment for 2019 is projected at **9.8%**.
- E Commerce sector reporting highest increase of 11.5% and Logistics sector showing lowest increase of 8.5% followed by Telecom sector with 9.0% increase



### Average Annual Attrition 13.1%

- Automobile sector showing the lowest attrition rate of 7.0% and Insurance sector reporting the highest attrition rate of 19.0% followed by Retail & Banking/ Financial Services sectors both at 18%



### Average Variable Pay 15.7%

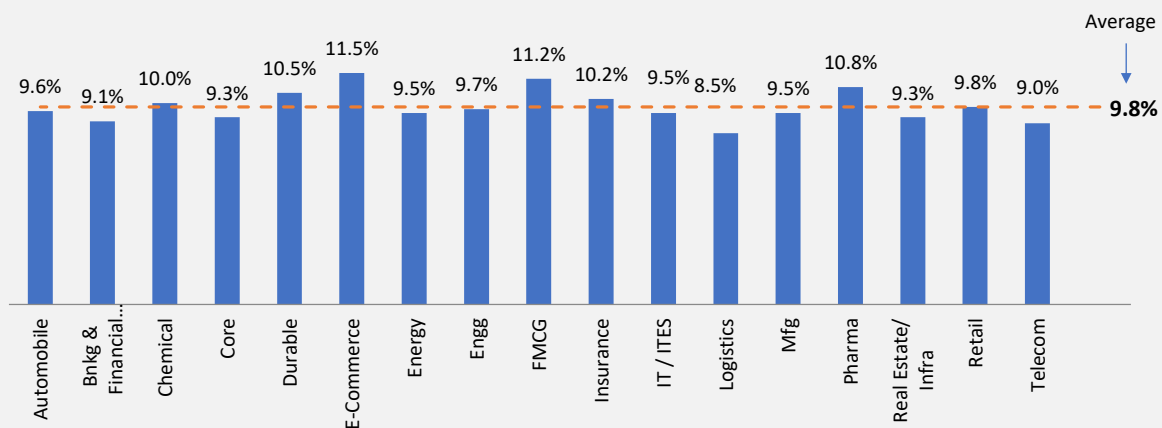
- 20% is the highest variable pay reported across Banking & Financial Services, Insurance, Services and FMCG sectors while the lowest variable pay of 12% is reported by Logistics, Telecom, Real Estate/ Infrastructure, Core & Energy sectors

### 3

## Overview – Projected Salary Increase 2019

The overall average annual increment for year 2019 is projected at 9.8 percent, almost similar to the overall actual increment for last year (Year 2018 reported actual increase of 9.6 percent). However the projected salary increase minus the inflation is 4.9 percent which is lower than the last year increase of 5.6 percent.

For the year 2019, the maximum increase is being projected in the E-Commerce sector followed by FMCG sector. In the E-Commerce sector projected increase is 11.5 percent while the FMCG sector the increase is projected @ 11.2 percent.



## Overview – Variable Pay Trend 2019

Automobile	16%
Banking & Financial Services	20%
Chemical	13%
Consumer Durable	18%
Core	12%
E-Commerce	18%
Energy	12%
Engineering	14%
FMCG	20%
Insurance	20%
ITES	14%
Logistics	12%
Manufacturing	13%
Pharmaceutical	18%
Real Estate/ Infrastructure	12%
Retail	16%
Services	20%
Telecom	12%
<b>Average</b>	<b>15.7%</b>

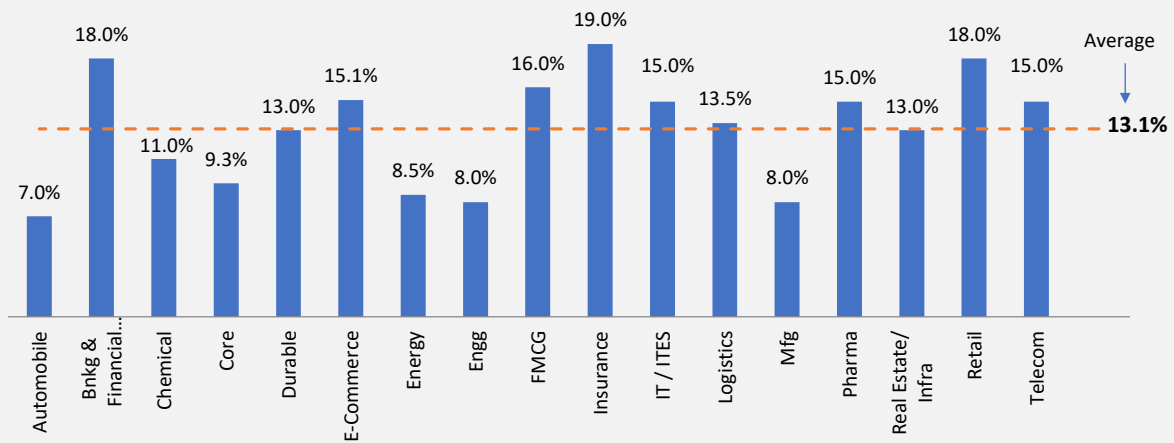
The average variable pay projection has increased from 15.4 percent in year 2018 to 15.7 percent in year 2019. This indicates that companies are continuing to move towards paying for performance and Variable Pay portion a higher percentage in the total salary. In Indian context this has also been catching-up due to uncertain market conditions.

**The highest Variable percent as percentage of CTC is reported by Banking & Financial Services, Insurance, FMCG and Service Sectors.**

# 4

## Overview – Attrition Rate

The overall average attrition rate is reported as 13.1 percent little lower than the last year (Year 2018 reported attrition was 13.3%). The Insurance sector reported highest attrition rate of 19 percent followed by Banking & Financial Services and Retail sectors which has reported average 18 percent attrition. Manufacturing & Engineering sector reported the lowest average attrition of 8 percent.



## HR Trends 2019

Investing in Talent - Employee Experience, Happiness at Workplace, Employee Wellness

Bracing for Diversity

Greater Emphasis on Employee Development

A relook at Implementing PoSH in the Workplace

Use of Technology in HR

# AUTOMOTIVE

## Industry Overview



The Indian automotive manufacturing sector is expanding & is one of the fastest growing automotive manufacturers in the world. The FY 2018~19 has seen a decent growth in all the segments and has been recorded as an exciting year for the Indian Automobile industry.

Incentives from the government, rising disposable income, lower auto financing interest rates, increasing FDI in the automotive sector, along with the country being ranked at 30th position in the global manufacturing index by the World Economic Forum, are the factors expected to drive the automotive industry in the country, registering a compound growth rate of over 10% over the forecast period.

## Performance Highlights

- India has emerged as the 4th largest automobile manufactures in the world.
- The industry has attracted FDI worth US\$ 20.36 billion between 2000 and 2018

## Key Benefits/ Opportunities

- Rising demand with rise in middle class income & young population
- Shifting focus & government policies towards electric vehicles
- Make in India Initiative and various government reforms
- Attractive destination due to cost advantages





# BANKING & FINANCIAL SERVICE

## Industry Overview



India has a diversified financial sector undergoing rapid expansion, both in terms of strong growth of existing financial services firms and new entities entering the market.

The sector comprises of commercial banks, insurance companies, non-banking financial companies, co-operatives, pension funds, mutual funds and other smaller financial entities.

The banking regulator has allowed new entities such as payments banks to be created recently thereby adding to the types of entities operating in the sector. However, the financial sector in India is predominantly a banking sector with commercial banks accounting for more than 64 percent of the total assets held by the financial system.

India is today one of the most vibrant global economies, on the back of robust banking and insurance sectors. The relaxation of foreign investment rules has received a positive response from the insurance sector, with many companies announcing plans to increase their stakes in joint ventures with Indian companies.

## Performance Highlights

- The Mutual Fund (MF) industry in India has seen rapid growth in Assets Under Management (AUM).
- Number of Mutual fund (MF) equity portfolios reached a high of 74.6 million as of June 2018.

## Key Benefits/ Opportunities

- Raising income are driving demand for financial services across income brackets
- Government has approved new banking licenses and increased the FDI in the insurance sector
- Credit, insurance and investment penetration is rising in rural areas
- India's mobile wallet industry is estimated to grow at a Compound Annual Growth Rate (CAGR) of 150 percent to reach US\$ 4.4 billion by 2022 while mobile wallet transactions to touch Rs 32 trillion (USD \$ 492.6 billion) by 2022.



# CHEMICAL

## Industry Overview



Chemical industry is the backbone of India's industrial and agricultural development.

The chemical sector, which is knowledge and capital-intensive, is the mainstay of industrial and agricultural development, and provides building blocks for downstream industries such as textiles, papers, paints, soaps, detergents, and pharmaceuticals, among others. The fertiliser and agrochemical industries ensure food security, and are thus vital to India's developing and agrarian economy.

Basic chemicals and their related products (petrochemicals, fertilisers, paints, varnishes, glass, perfumes, toiletries, pharmaceuticals, etc.) constitute a significant part of the Indian economy. Among the most diversified industrial sectors, chemicals cover an array of more than 70,000 commercial products.

## Performance Highlights

- Sixth largest producer of chemicals in the world
- Fourth largest producer of agrochemicals in the world
- Attracted FDI investment of \$1.3 billion in FY18, which is about 3 per cent of the total FDI inflow.
- The Indian chemicals industry is projected to reach \$ 304 billion by 2025
- Demand of chemical products is expected to grow at approximately 9% p.a. over the next 5 years
- Indian chemical industry employs more than 2 million people

## Key Benefits/ Opportunities

- Doing business in India is getting much easier
- 100% FDI is allowed under the automatic route in the chemicals sector (except in the case of certain hazardous chemicals)



# CORE

## Industry Overview



Core industries are main or key industries of the economy. These particular industries serve as backbone of all other industries.

In India, there are eight core sectors comprising of coal, crude oil, natural gas, petroleum refinery products, fertilisers, steel, cement and electricity.

The eight infrastructure sectors, constitute 40.27% of the total index of industrial production.

The data from the Ministry of Commerce and Industries has shown that the growth of these eight core industries during April 2018 to January 2019 was 4.5 percent, as compared to 4.1 percent growth during April 2017 to January 2018.

## Performance Highlights

Growth Rates(in per cent)

Sector	Apr-Dec 2017-18	Apr-Dec 2018-19
Coal	1.5	7.8
Crude Oil	-0.4	-3.7
Natural Gas	4.0	-0.1
Refinery Products	3.9	4.1
Fertilizers	-0.6	-1.4
Steel	6.2	4.7
Cement	2.4	13.9
Electricity	5.1	6.3
Overall Index	3.9	4.8

## Key Benefits/ Opportunities

- India is 3<sup>rd</sup> largest energy consumer globally.

**9.3 %**  
Average  
Annual  
Attrition

**9.3 %**  
Envisaged  
Salary  
Increase

**12.0%**  
Variable  
Pay  
Percentage

# DURABLE

## Industry Overview



Indian consumer durables market is broadly segregated into urban and rural markets, and is attracting marketers from across the world.

The sector comprises of a huge middle class, relatively large affluent class and a small economically disadvantaged class. Global corporations view India as one of the key markets from where future growth is likely to emerge.

The growth in India's consumer market would be primarily driven by a favorable population composition, increasing disposable incomes, easy access to credit.

## Performance Highlights

- India is one of the largest growing electronics market in the world.
- Indian electronics market is expected to grow at 41 percent CAGR between 2017-20 to reach US\$ 400 billion.
- Indian appliance and consumer electronics (ACE) market is expected to increase at a 9 percent CAGR to reach Rs 3.15 trillion (US\$ 48.37 billion) in 2022
- India became world's second largest smartphone market with 40.1 million units

## Key Benefits/ Opportunities

- Rise in disposable incomes, easy access to credit, increasing electrification of rural areas and wide usability of online sales would also aid growth in demand.
- 100 per cent FDI permitted
- Consumer durable sector has attracted significant investment in recent years
- Lots of untapped market in terms of AC, Refrigerator, Washing machine



# E-COMMERCE

## Industry Overview



E-commerce has revolutionised the way business is done in India. Indian E-Commerce industry is booming. The stupendous growth of this sector is the result of rising smartphone penetration, the launch of 4G networks and increasing consumer wealth.

Within a very short span, numerous startup companies are operating in the E-Commerce segment. Also, some of the most popular multinationals operate their E-Commerce business in India.

Coming year will witness more regulations with technology enabled innovations in E-Commerce sector like digital payments, hyper-local logistics, analytics driven customer engagement and digital advertisements which will support the growth in the sector.

## Performance Highlights

- The Indian E-commerce industry has been on an upward growth trajectory and is expected to surpass the US to become the second largest E-commerce market in the world by 2034.

## Key Benefits/ Opportunities

- India is fastest growing market for E-Commerce
- A lot of India's Blue-chip firm are looking for opportunities in this sector
- Timely & effective management of programs such as - Digital India, Make in India, Start-up India, Skill India etc. will support the E-Commerce growth in the country.
- 100% FDI allowed in B2B E-Commerce



# ENERGY

## Industry Overview



India's power sector is one of the most diversified in the world. Sources of power generation range from conventional sources such as coal, lignite, natural gas, oil, hydro and nuclear power to viable non-conventional sources such as wind, solar, and agricultural & domestic waste.

Electricity demand in the country has increased rapidly and is expected to rise further in the years to come. In order to meet the increasing demand for electricity in the country, massive addition to the installed generating capacity is required.

The Government of India's focus on attaining 'Power for all' has accelerated capacity addition in the country.

## Performance Highlights

Total installed capacity of power stations in India stood at 346.62 Gigawatt (GW) as of November 2018

Between April 2000 and June 2018, the industry attracted US\$ 14.18 billion in Foreign Direct Investment (FDI), accounting for 3.64 per cent of total FDI inflows in India.

## Key Benefits/ Opportunities

- Growing population along-with increasing electrification and per-capita usage to drive growth in power sector
- The Government of India has released its roadmap to achieve 175 GW capacity in renewable energy by 2022, which includes 100 GW of solar power and 60 GW of wind power. The Union Government of India is preparing a 'rent a roof' policy for supporting its target of generating 40 gigawatts (GW) of power through solar rooftop projects by 2022.
- Increase growth avenues in renewable energy segment
- Electrification of country with various government schemes and attractive investment forecasted in thermal, hydro, nuclear and renewable segment.



# ENGINEERING

## Industry Overview



The Indian Engineering sector has witnessed growth over the last few years driven by increased investments in infrastructure and industrial production. The engineering sector, being closely associated with the manufacturing and infrastructure sectors, is of strategic importance to India's economy.

The Indian engineering sector is divided into two major segments - heavy engineering and light engineering.

The engineering sector in India attracts immense interest from foreign players as it enjoys a comparative advantage in terms of manufacturing costs, technology and innovation. The above, coupled with favourable regulatory policies and growth in the manufacturing sector has enabled several foreign players to invest in India.

## Performance Highlights

- India was the world's eighth largest consumer of machine tools globally.
- India exports its engineering goods mostly to the US and Europe, which accounts for over 60 percent of the total exports.
- Exports of electrical machinery and equipment grew at a CAGR of 7.00 percent during FY10-18 to reach US\$ 6.7 billion in FY18.
- The electrical equipment industry witnessed a record seven-year high growth of 12.8 per cent in 2017-18.

## Key Benefits/ Opportunities

- Capacity creation in sectors like infrastructure, power, automotive, durables etc. driving demand in the engineering sector
- Comparative advantage in terms of manufacturing costs, market knowledge, technology and creativity
- Highly organised sector, dominated by large players employing over 4 million skilled and semi-skilled labour
- De-licensed engineering sector; 100 percent FDI permitted
- Rapid increase in infrastructure investment and industrial production to fuel further growth

**8.0%**  
Average  
Annual  
Attrition

**9.7%**  
Envisaged  
Salary  
Increase

**14.0%**  
Variable  
Pay  
Percentage

# FMCG

## Industry Overview



The FMCG sector is an important contributor to India's GDP. It is among the fourth largest sector in economy and creates employment for more than 3 million people.

The key drivers for FMCG industry during 2019 are – conducive macro-economic environment, rural growth consumption strategy, and sustained benefit from GST regime. The market is expected to maintain high growth rate as the mass population especially middle class and rural segment are shifting to branded products.

## Performance Highlights

- India has emerged as the 4th largest sector in the Indian economy with Household and Personal Care accounting for 50 per cent of FMCG sales.
- Revenues of FMCG sector is estimated to reach US\$ 103.7 billion in 2020.
- The sector witnessed growth of 16.5 per cent in value terms between July-September 2018
- The sector witnessed healthy FDI inflows of US\$ 13.63 billion, during April 2000 to June 2018.

## Key Benefits/ Opportunities

- The expansion of retail is likely to boost revenue for FMCG companies
- Moderate inflation
- Growing awareness, easier access, and changing lifestyles are the key growth drivers for the consumer market.
- Increase private consumption & rural income
- Massive potential in Indian market will continue attracting investments
- Mergers & acquisition by multi-nationals in the sector

**16.0%**  
Average  
Annual  
Attrition

**11.2%**  
Envisaged  
Salary  
Increase

**20.0%**  
Variable  
Pay  
Percentage



# INSURANCE

## Industry Overview



The insurance industry has been spurred by product innovation, vibrant distribution channels, coupled with targeted publicity and promotional campaigns by the insurers

Government's policy of insuring the uninsured has gradually pushed insurance penetration in the country and proliferation of insurance schemes.

The future looks promising for the life insurance industry with several changes in regulatory framework which will lead to further change in the way the industry conducts its business and engages with its customers.

## Performance Highlights

- Gross premiums written in India reached Rs 5.53 trillion (US\$ 94.48 billion) in FY18, with Rs 4.58 trillion (US\$ 71.1 billion) from life insurance and Rs 1.51 trillion (US\$ 23.38 billion) from non-life insurance.
- Overall insurance penetration in India reached around 4 percent in 2018 from 2.7 percent in 2001

## Key Benefits/ Opportunities

- The overall insurance industry is expected to reach US\$ 280 billion by 2020
- Increasing awareness, innovative products and more distribution channels
- Demographic factors such as growing middle class, young insurable population and growing awareness of the need for protection and retirement planning will support the growth of Indian life insurance.
- Low insurance reach provides huge underserved market
- Recently launched National Health Protection Scheme



# IT/ ITES

## Industry Overview



India is the topmost offshoring destination for IT companies across the world. Having proven its capabilities in delivering both on-shore and off-shore services to global clients, emerging technologies now offer an entire new gamut of opportunities for top IT firms in India.

Export revenue of the industry is expected to grow 7-9 percent year-on-year to US\$ 135-137 billion in FY19. The industry is expected to grow to US\$ 350 billion by 2025 and BPM is expected to account for US\$ 50-55 billion out of the total revenue.

Indian IT & ITeS companies have set up over 1,000 global delivery centres in about 80 countries across the world.

India has become the digital capabilities hub of the world with around 75 percent of global digital talent present in the country.

## Performance Highlights

- About 200 Indian IT firms are present in around 80 countries.
- India's IT & ITeS industry grew to US\$ 167 billion in 2018.
- Exports from the industry increased to US\$ 126 billion in FY18 while domestic revenues (including hardware) advanced to US\$ 41 billion.
- The computer software and hardware sector in India attracted cumulative FDI inflows worth US\$ 33.36 billion between April 2000 and September 2018

## Key Benefits/ Opportunities

- India is the topmost offshoring destination for IT companies across the world.
- IT & ITeS sectors have low cost advantage
- Tax exemptions for 3 years in block of 7 years for start-up under "Start-up India"



# LOGISTICS

## Industry Overview



The logistics sector has seen a lot of activity in the recent times. A shift from pure transportation business to end-to-end service providers has emerged, thereby facilitating growth of third-party logistics and supply chain management industry in India.

The rising scale of freight transportation has further encouraged a trend towards outsourcing non-core activities like logistics, warehousing, and associated activities to integrated players which has increased the share of the organised segment.

Also, over the past few years, the freight transportation sector in India has been the key beneficiary of Government's reforms cycle. From the implementation of Goods & Services Tax (GST) and E-Way Bills to awarding infrastructure status, the sector has witnessed series of developments, which are gradually driving efficiency in the entire logistics ecosystem.

Improving India's transportation modal-mix has been on Government's top agenda. Apart from investments in railways and dedicated freight corridors (DFCs), the Government's other major emphasis is on improving India's transportation mix by developing inland and coastal waterways. E-Commerce logistics has also emerged as a key focus area, given the integral part that logistics plays in the E-Commerce value chain, and many established players and specialised start-ups have entered this space, in addition to the captive arms of E-Commerce companies.

### Performance Highlights

- The logistics industry of India is currently estimated to be around US\$ 160 billion.
- The industry is expected to grow at a CAGR of 13 per cent and will be at Rs 9.2 trillion by FY2020

### Key Benefits/ Opportunities

- The development in technology and the birth of new industry verticals have created high demands for logistics and delivery of products/services.
- The recent entry of international logistics players has also ensured the boost of the Indian logistics industry.
- Rising e-commerce footprint has led a manifold increase in the demand for warehousing.



# MANUFACTURING

## Industry Overview



Manufacturing has emerged as one of the high growth sector in India. Make in India initiative, placed India on the world map as a manufacturing hub and has also given global recognition to Indian economy.

India has become one of the most attractive destinations for investments in the manufacturing sector and lots of startups are growing up and foreigners also have lots of incentives attached when they come and manufacture here.

Several mobile phone, luxury and automobile brands, among others, have set up or are looking to establish their manufacturing bases in the country.

## Performance Highlights

- India is expected to become the fifth largest manufacturing country by end of year 2020.
- Index of Industrial Production for manufacturing sector grew 4.50 per cent in the year 2018.
- Growth of Index for Industrial Production 6.2%

## Key Benefits/ Opportunities

- “Make in India” camping leads to sufficient investment & development.
- High quality production – Production quality standard as per global quality norms.
- Availability of labor & cheap labor cost.
- Attractive domestic market
- Reduction of Income Tax rate to 25% for MSME companies (turnover upto Rs 50 Cr)

## Major Challenges

Cost, fragmentation of transportation and logistics – Costly & slow, longer delivery time. However, the government is working on it.



# PHARMACEUTICALS

## Industry Overview



India is the largest provider of generic drugs globally. Indian pharmaceutical sector industry supplies over 50 percent of global demand for various vaccines, 40 percent of generic demand in the US and 25 percent of all medicine in UK.

India contributes the second largest share of pharmaceutical and biotech workforce in the world.

However, Indian pharma companies have been going through tough phases in past years due to pricing pressure, competitive industry from US along with regulatory hurdles in the home country in terms of Demonetisation and GST.

Indian pharmaceutical sector is headed for turnaround in 2019 and the sectors' year on year growth is coming back on track now with India's high growth domestic market and increasing manufacturing exports. The healthcare sector is also poised to grow at the healthy clip on the back of "Ayushman Bharat Initiative".

## Performance Highlights

- India's pharmaceutical exports stood at US\$ 17.27 billion in FY18 and reached US\$ 10.80 billion in FY19 (up to October 2018).
- Investment (as % of sales) in research & development by Indian pharma companies increased from 5.3 percent in FY12 to 8.5 percent in FY18.

## Key Benefits/ Opportunities

- Low cost of production & increasing investment on R&D
- High economic growth with increasing penetration of health insurance push expenditure on healthcare and medicine
- Increasing private sector investment in R&D and acquisitions



# REAL ESTATE/ INFRASTRUCTURE

## Industry Overview



The real estate sector is one of the most globally recognized sectors. Real estate sector comprises four sub sectors - housing, retail, hospitality, and commercial. Infrastructure development is believed to be the backbone for the overall economic development of a country. The growth of this sector is well complemented by the growth of the corporate environment and the demand for office space as well as urban and semi-urban accommodations.

Launch of numerous ambitious building schemes in the recent past by the Indian government including industrial parks and corridors, technological hubs known as smart cities, logistics network, housing for all 2022 scheme etc. are strong contributing agents to the growth of the industry.

## Performance Highlights

- India ranked 19th out of 73 countries in attracting cross border capital to the property market
- The construction industry ranks third among the 14 major sectors in terms of direct, indirect and induced effects in all sectors of the economy
- Co-working space across top seven cities has increased sharply in 2018 (up to September), reaching 3.44 million square feet, compared to 1.11 million square feet for the same period in 2017.
- Real estate sector in India is expected to reach US\$ 1 trillion by 2030. By 2025, it will contribute 13 percent of the country's GDP.
- Private Equity and Venture Capital investments in the sector have reached US\$ 4.1 billion between Jan-Nov 2018.

## Key Benefits/ Opportunities

- Increasing income, urbanisation, economic growth driving residential & commercial realty demand
- Government of India aims for "housing for all by 2022" driving residential development activity
- Private investment in the sector is surged due to increasing transparency & returns
- India ranked 19<sup>th</sup> out of 73 countries in attracting cross border capital to the property market



# RETAIL

## Industry Overview



The Indian retail industry has emerged as one of the most dynamic and fast-paced industries due to the entry of several new players.

Digitisation, introduction of different schemes and upgradation of technology has seen the evolution of this space from unorganised trade to organised retail. This has been made further possible by demonetisation and the introduction of Goods and Services Tax (GST), as these have helped organised retail gain a fair share of the market from unorganised trade. Improved business models, healthy economic growth, changing demographic profile, increasing disposable incomes, urbanisation, changing consumer tastes and preferences have played a crucial role in propelling the retail industry forward.

India is the fifth largest preferred retail destination globally. The country is among the highest in the world in terms of per capita retail store availability. India's retail sector is experiencing exponential growth, with retail development taking place not just in major cities and metros, but also in Tier-II and Tier-III cities.

## Performance Highlights

- The present value of the Indian retail market is around Rs. 12,00,000 crore (\$270 billion) & the annual growth rate is 5.7 percent.
- Retail market for food and grocery with a worth of Rs. 7,43,900 crore is the largest of the different types of retail industries present in India.
- Around 15 million retail outlets - highest retail outlet density in the world.
- India's retail market is expected to increase by 60 percent to reach US\$ 1.1 trillion by 2020
- Online retail sale is forecasted to grow at the rate of 31 percent to reach US\$ 32.70 billion in 2019.

## Key Benefits/ Opportunities

- Rising need for consumer goods in different sectors including consumer electronics and home appliances
- Rise in the purchasing power of Indians
- India's retail market is expected to increase by 60 percent to reach US\$ 1.1 trillion by 2020
- FDI equity inflows around US\$ 1.42 billion during April 2000–June 2018

**18.0%**  
Average  
Annual  
Attrition

**9.8%**  
Envisaged  
Salary  
Increase

**16.0%**  
Variable  
Pay  
Percentage

# TELECOM

## Industry Overview



India is currently the world's second-largest telecommunications market with a subscriber base of 1.17 billion and has registered strong growth in the past decade and half.

The liberal and reformist policies of the Government of India have been instrumental along with strong consumer demand in the rapid growth in the Indian telecom sector.

The government has enabled easy market access to telecom equipment and a fair and proactive regulatory framework that has ensured availability of telecom services to consumer at affordable prices. The deregulation of Foreign Direct Investment (FDI) norms has made the sector one of the fastest growing and a top five employment opportunity generator in the country

## Performance Highlights

- India ranks as the world's second largest market in terms of total internet users.
- The industry has attracted FDI worth US\$ 31.75 billion during the period April 2000 to June 2018.
- World's fastest-growing market for mobile applications

## Key Benefits/ Opportunities

- India ranked second in terms of number of telecommunication subscriptions, internet subscribers and & application downloads globally
- Penetration in rural market is going to be key driver for growth
- National Digital Policy - envisages attracting investments worth US\$ 100 billion in the telecommunications sector by 2022
- Second largest as low cost of production & increasing investment on R&D





## OUR SERVICES

### STRATEGIC HR INTERVENTIONS

- Manpower Optimization/ Rationalisation
- Organisational Restructuring/ Banding
- Competency Assessment
- Talent Management

### HR DIAGNOSTIC STUDIES

- Employee Engagement Survey
- Employee Satisfaction Survey
- Employee Attitude Survey
- Employee Attrition Survey

### PERFORMANCE MANAGEMENT

- Performance Management System
- Performance Appraisal System
- Job Descriptions & KRA Fixation
- Variable Pay Plan

### HR POLICIES AND MANUALS

- HR Policy Manual
- Induction Manual/ Employee Handbook
- Best Practices Benchmarking
- HR Audit

### COMPENSATION SERVICES

- Compensation Benchmarking
- Diagnostic & Advisory Services
- Compensation Aspiration Study
- Compensation Structuring/ Restructuring

### HR ADVISORY SERVICES

- Retained Strategic Services
- Contingency Strategic Services
- Hand Holding/ Engagement
- Payroll Management

## CONTACT US

### Delhi

137, 2nd Floor, Saidulajab, Mehrauli Badarpur Road, New Delhi – 110030  
Phone : +91-11-29532376, 29532429

### Mumbai

G 231, Kanakia Zillion, BKC Annexe, LBS Marg, Kurla (W), Mumbai - 400 070  
Phone : +91-22-6839 8800

### Kolkata

60/92, Haripada Dutta Lane, Golf Gardens , Kolkata – 700 033  
Mobile : +91 9831273935



Email : [hrcc@omamcrd.com](mailto:hrcc@omamcrd.com)

URL : [www.omamcrd.com](http://www.omamcrd.com)

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