

## Appendix A

### Salient Features of the Survey

#### Company Categorization and specificity

The Survey aims to provide holistic, reliable and updated information on the HR practices and Remuneration trends in the Indian Auto Component Industry.

Given the diversity of ACMA membership base basis sales turnover, regional locations etc., the challenges faced too, vary.

With this key consideration and feedback from Education, Skilling and Training committee, companies have been classified into 4 categories basis their sales turnover which will ensure that HR practices and challenges are addressed, and data reported for similar sized companies facilitating great relevance to the survey report. The company categorization is summarized below:

Categories	Sales Turnover
Category 1	Up to INR 250 Crores
Category 2	Between INR 251 and INR 500 Crores
Category 3	Between INR 501 and INR 1000 Crores
Category 4	More than INR 1000 Crores

In order to ensure all data is relevant and helps participants make significant compensation decisions, each company will get:

#### Standard and Core Modules

**1) Overall Compensation Report (Level and Level Function):** An overall Auto component industry report with statistics on different components of pay including Base Salary, Total Guaranteed Cash, Total Fixed Pay and Cost to Company **across levels (grades) and functions (job families)**.

**2) Customized Compensation Report (Level and Level Function):** A company specific report indicating market positioning and variance for the member organization vis-à-vis the companies which the member selects and of similar turnover and providing an individual analysis of competitive standing, **across levels (grades) and functions (job families)**.

**3) HR Practices Report:** An overall Auto Components HR practices report including HR trends, Compensation and Benefits trends, HR Best practices, benefits wise analysis, impact of labor codes, perspective on functional premiums, key reasons for Attrition, etc.

## Functions (Job families) to be covered under the survey

1. Operations / Manufacturing
2. Quality
3. HSE
4. Research & Development
5. Supply Chain Management
6. Finance
7. Human Resources & Admin
8. Sales
9. Marketing
10. After Sales / Service
11. Information technology
12. Legal

The survey will provide detailed and comprehensive information on:

HR Practices	Employee Relations	Benefits and Perquisites
<ul style="list-style-type: none"> <li>• Probation &amp; Confirmation</li> <li>• Number of levels &amp; designations</li> <li>• Approach to Compensation</li> <li>• Structure : Fixed structure or Flexi structure</li> <li>• Regional differentiation in Compensation</li> <li>• Impact of COVID on Benefits</li> <li>• GET / MT entry data</li> <li>• DET / CA / CS entry data</li> <li>• Salary Review and Increases</li> <li>• Industry Perspective on Impact on Code on Wages</li> </ul>	<ul style="list-style-type: none"> <li>• Employee Communication Programs</li> <li>• Employee Engagement Initiatives</li> <li>• Employee Attrition</li> <li>• Employee Suggestion Programs</li> <li>• Corporate Social Responsibility (CSR)</li> <li>• Activities / Initiatives - Own or Outsourced, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Car Policy</li> <li>• Provident Fund</li> <li>• Gratuity</li> <li>• NPS</li> <li>• Insurances (Life / Medical / Accident)</li> <li>• Leave Policies</li> <li>• Loans/Salary Advance</li> <li>• Employee Education Policy</li> <li>• Housing &amp; Accommodation</li> <li>• Benefits</li> <li>• Transport Benefits</li> <li>• Relocation Benefits</li> <li>• Travel Benefits</li> <li>• Retention Policy</li> <li>• Diwali Gifts</li> <li>• Mobile and Laptop</li> <li>• Health and Wellness</li> <li>• Long Service Awards</li> <li>• Prevalence of LTI Instruments</li> <li>• Variable Pay and Bonus Plans</li> </ul>

Note:

- GET / MT entry data – Deloitte Campus Study results will be shared
- DET / CA / CS entry data - Deloitte Campus Study results will be shared

- Salary Review and Increases – Deloitte Workforce and Increment Trends Survey Report will be provided twice a year

### Cost Advantage

The participation cost for the proposed survey is nominal compared to what any member organization would have had to pay should they opt to go for a report of similar kind independently. The agreed prices are typically at a discount of 60% from market prices.

### Customization and Additional Reports

In addition to the detailed reports which every participating member company will obtain, Member Company can also request Deloitte / ACMA committee for any further customization which will be at an additional cost, subject to scope of work.

Deloitte in partnership with ACMA is also offerings some additional modules to all ACMA members at a nominal discounted cost. Member companies may choose to select these modules basis requirement.

Sl. No.	Additional Module	Tentative Scope of Work
1	Executive Remuneration Report	<i>15 executive positions (CEO/ CXO Level)</i>
2	Productivity Analysis	<i>Organization Pyramids, Manning Analysis, Headcount &amp; Cost Ratios, Span of Control Analysis, Productivity of Salesforce</i>
3	Performance Management Benchmarking	<i>Detailed benchmarks of PMS process and methodology in comparator organizations</i>
4	R&D Study	<i>R&amp;D premium/ discount analysis by sub-functions, Hot Skills and Skill Premium</i>
5	Sales & Service Study	<i>Sales &amp; Service Detailed Functional Study</i>
6	Employee Preference Study (Deloitte Proprietary Tool)	<i>As per custom scope and requirements of client</i>
7	Employee Engagement Study (Deloitte Proprietary Tool)	<i>As per custom scope and requirements of client</i>