



Compensation & Benefits Benchmarks in the Indian Social Sector

Public Report | 2026 February

This report is shared publicly, and contains select synthesized results of the Raahi Compensation & Benefits 2025 survey.

It presents aggregated, anonymised benchmarks based on self-reported data and is intended to support decision-making as a reference point, with no prescription intended.



RAAHI:IMPACT
WITH GIRISH ANANTH

About the Document

Raahi:Impact's 2025 Salary & Benefits Benchmark is a community-built, dipstick tool to help NGOs of every size make better hiring, pay and retention choices. Participation has been free and voluntary, and the results are shared as anonymised, aggregated benchmarks.

This is a rapid, reasonably representative dipstick meant to aid decision-making — not a prescriptive or legal instrument. The idea was to share a set of benchmark report that is:


- **Rapid:** Turned around in a matter of weeks, not months. This means you can use it to guide action very soon.
- **Inclusive:** As possible, providing like-to-like, relevant cuts for a wide variety of organizations.
- **Community-owned:** The survey was designed with inputs from NGO HR and leadership professionals, and seeks to add benefit to everyone who participates and the wider sector.

100+ organizations filled in the survey, of which **90 responses** were taken ahead as valid and useful for analysis.

The report captures:

- **Compensation levels of key positions** that are prevalent in a wide range of organizations (under different names): across leadership, programmes and support functions, and
- **Benefits that are offered** by different organizations.

This is the third edition of the Dipstick Compensation & Benefits Benchmarking exercise – the previous ones were in late 2022 and late 2023. This exercise builds on the previous editions, retaining the valuable core and with additional detail (e.g. analysis of leave policies).

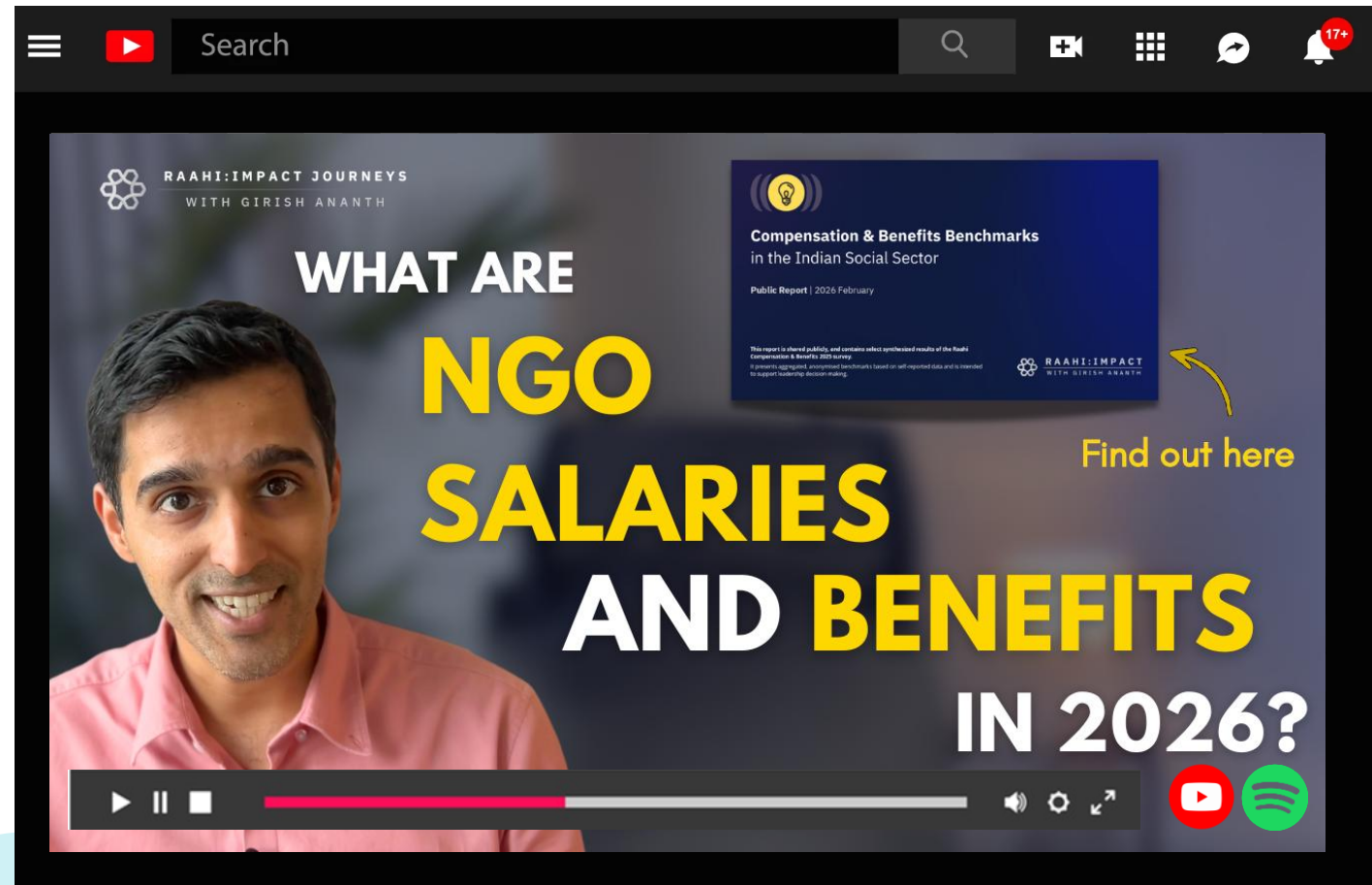
There are two versions of the report, participant and public. The **public report (i.e. this document)**, contains high-value data and insights, with some parts redacted, and is shared *later* than the participant report. It is meant as a public good to benefit the whole sector. Redacted information, available only in the participant report, is marked with a  icon.



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Orient yourself to the report with the accompanying video

- Overview of the report
- Different use cases
- How to read the benchmarks
- Important notes before you dive in



YouTube

[Link to video on YouTube](#)

Spotify

[Link to video on Spotify](#)



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Before you Close the Report...



What is in the document?

Page	Chapter	What it contains
4-7	Quick Start Guide	Guidelines to read and use the report
8-13	Participant Profile	A snapshot of the organizations that participated in the benchmarking
14-73	Compensation Level Benchmarks	Tables with salary benchmarks for leadership, program and support roles
	<ul style="list-style-type: none"> – 1 – Read first: understanding the benchmarks – 2 – Compensation benchmarks by org annual budget – 3 – Compensation benchmarks by scale of operations – 4 – Compensation benchmarks by operating model – 5 – Where the benchmarks fall short 	<p><i>Key definitions, caveats, and practical guidance to understand the tables</i></p> <p><i>Benchmarks for key roles across budget bands incl. typical values and ranges</i></p> <p><i>Benchmarks for key roles for different scales of operation (local to national)</i></p> <p><i>Benchmarks for key roles for different operating models (e.g. field-based, digital-led)</i></p> <p><i>Some of the rich diversity of the sector that such neat tables could not capture</i></p>
74-87	Compensation Policies' Benchmarks	Benchmarks of important salary-related organization practices
	<ul style="list-style-type: none"> – 1 – Increment ranges for 2025-2026 – 2 – Benchmark of compensation practices 	<p><i>Typical increment ranges planned for 2025-2026 and qualitative notes</i></p> <p><i>Organization process maturity and practices – e.g. prevalence of salary bands, variable pay, competency rubrics, etc.</i></p>
88-114	Benefits Benchmarks	Analysis of organizational benefits
	<ul style="list-style-type: none"> – 1 – Benefits benchmarks – 2 – Leave policy benchmarks 	<p><i>Prevalence and typical designs across non-leave benefits (e.g., insurance, allowances, learning, flexibility/wellbeing)</i></p> <p><i>Common leave “archetypes” and how policies differ (eligibility, carry-forward, encashment, conditions)</i></p>
115-122	Broader Insights and Reflections for the Sector	Food for thought for sector leaders, emerging from the analysis
123-128	Before you close the document...	Closing thoughts – including acknowledgements and pay-as-you-wish



How to navigate this document

How should you **read this document**?

This is a long report of ~125 pages by design — but **most readers will practically only need ~10-15 pages.**

Illustration

If you need to...

The relevant chapter

...set salaries



Compensation level benchmarks
(just the relevant page for your budget / geographical footprint / operating model)

...set increments



Increment benchmarks

... strengthen compensation policies



Compensation practices benchmarks

... review benefits provided



Benefits benchmarks

... understand sector patterns



Broader insights and reflections

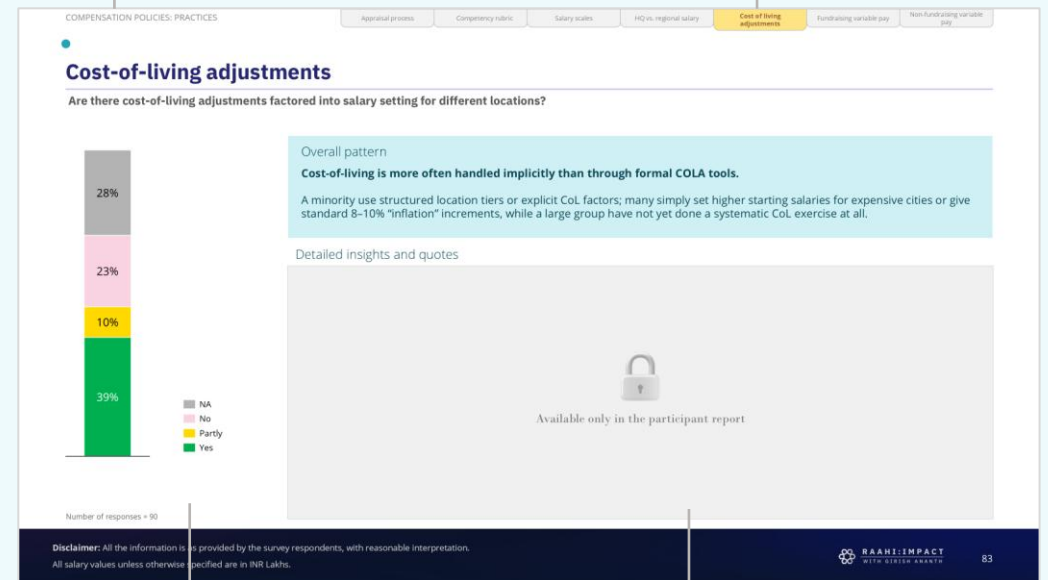
Understanding the anatomy of a page

1 Overall Chapter Tracker

Follow where you are *in the document* with this.

2 Section Tracker within Chapter

Follow where you are *in the chapter* with this.



3 Core slide content

The slide has been made as simple and clear as possible

4 Locked information

Indicates redacted areas with information that is available only in the participant report.



How to use this document (and how not to)

Use this document for **inspiration**.

Many organizations have provided their practices for common welfare. Yet, remember there is no absolute right or wrong here – **use this document for inspiration and reflection, not as a guidebook** on what exactly you need to do.

Also, remember that **a common practice reported doesn't mean it is a best practice**. The organizations are all in their own journeys – so in some places, you could definitely be innovating and going beyond what is typically done.

Respect everyone's confidentiality, and use the document judiciously.

This document has been made through the trust of many organizations, sharing their data and practices for common use. There has been immense care taken to ensure no personally identifiable information about any organization is made available. **In case there is something you do notice, please write to me here**.

Ultimately, what matters is **your own individual strategy**.

Remember, **all participants are at different stages of growth and different funding situations**. Ultimately, the use of the document will depend on the organization strategy, team size, requirements and ability. We've all been through the ups and downs – so don't let anything in the document concern you!

Disclaimer: All the information is as provided by the survey respondents, with reasonable interpretation.

All salary values unless otherwise specified are in INR Lakhs.



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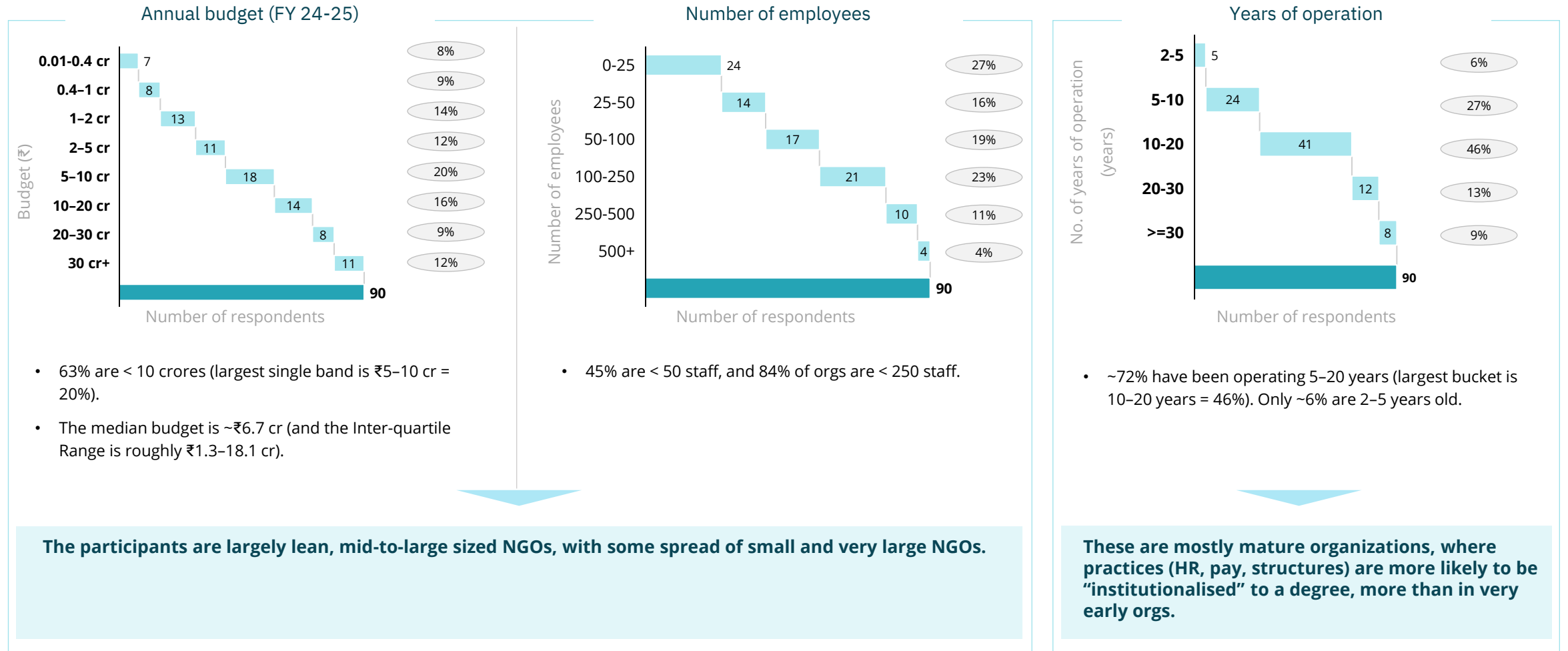
Broader Insights and Reflections for the Sector

Before you Close the Report...



Participants: Annual budget, team size and organization age

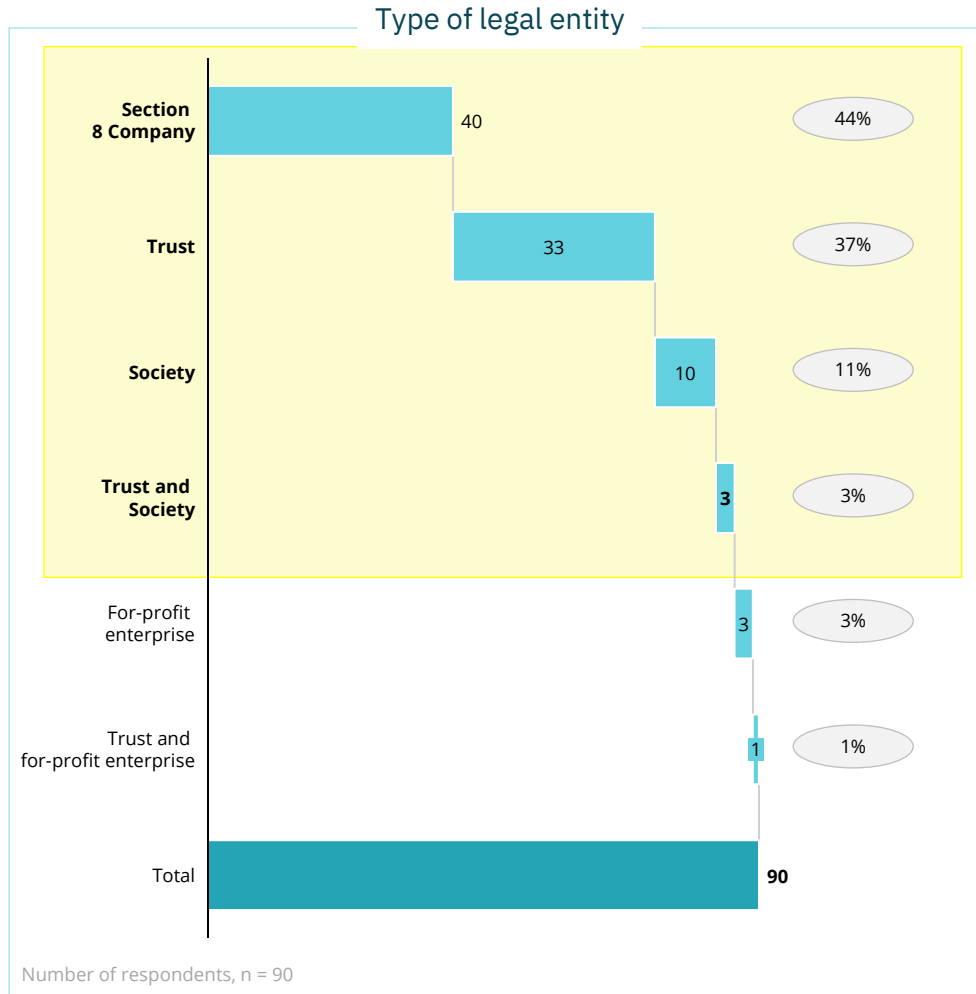
The participants are largely lean, mature, mid-to-large sized NGOs, with a small but meaningful tail of larger institutions.





Participants: Legal entity

The survey has almost exclusively non-profits, which was the target audience; the representation of the legal entity type is different from the GoI's Darpan registry



Common legal forms of participants

- **The most common legal forms are Section 8 companies (40) and Trusts (33), with fewer Societies (10) and other structures.**
- **This distribution is different from the overall ratio of NGOs listed on the Government of India's NGO Darpan portal.** There, the distribution shown is ~50% Trusts, ~42% Societies, and ~8% Section 8 companies, as of Jan 2026.

Inclusion of limited for-profit legal entities

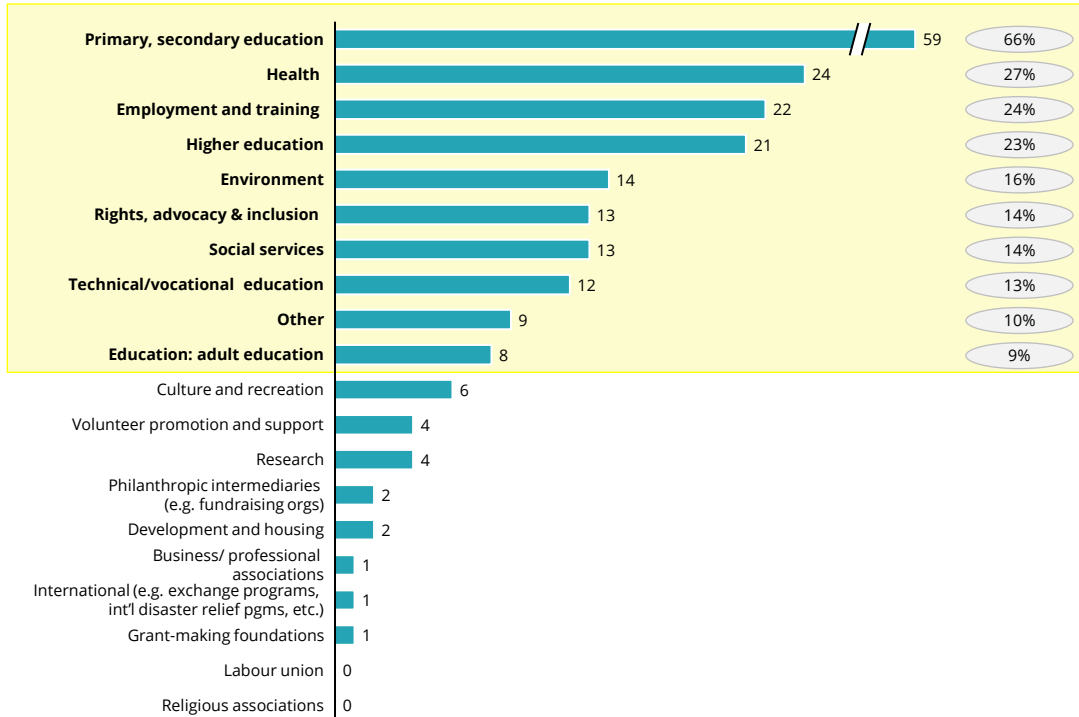
- The survey also **attracted three organizations that are impact-focused, but are registered as for-profit organizations**, and one that has both a for-profit and not-for-profit entity.
- Please note, **the salary ranges of these organizations were *not* outliers** compared to the salary ranges seen in non-profits; hence, these organizations have been included in the survey.



Participants: Thematic areas of work and type of work

The participants work in education, health, environment and rights/advocacy/inclusion – doing service delivery, training, policy support and tech.

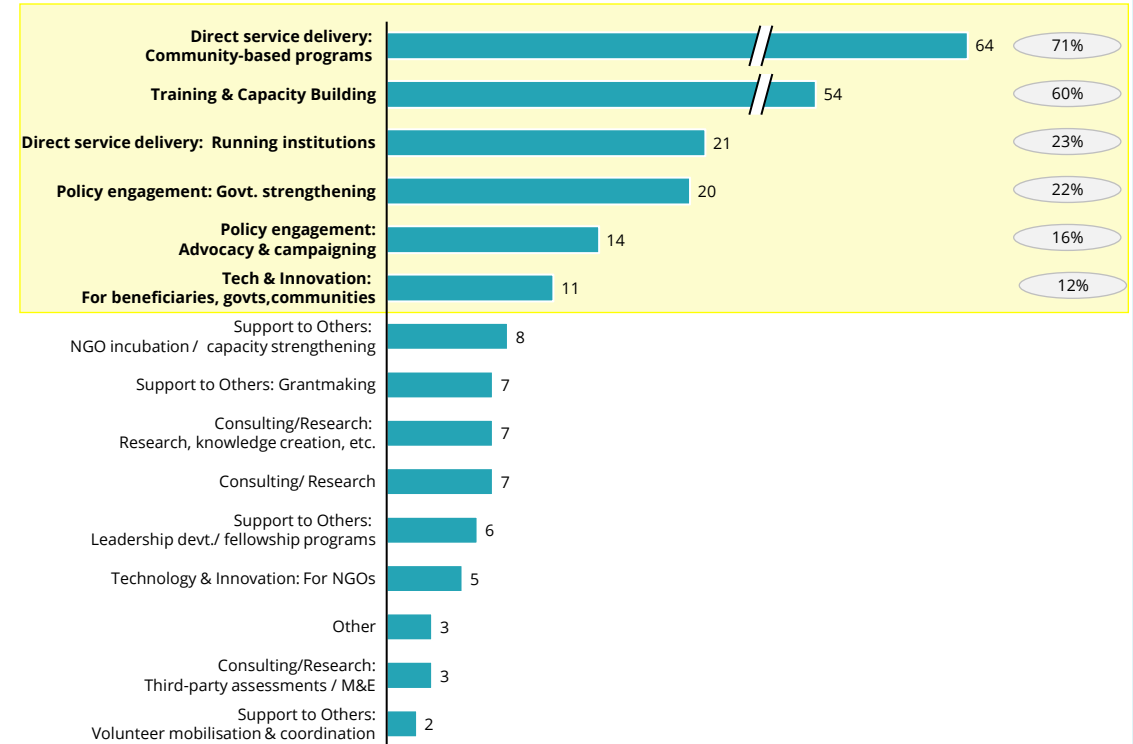
Thematic area of work



Thematic skew: Participation is education-leaning – especially primary/secondary education and technical/vocational education, alongside focus on health environment, advocacy/inclusion and social services.

Number of responses, n = 90; multi-select

Type of work



The sample is primarily implementation-oriented, with many organisations reporting community-based direct service delivery (64) and training/capacity building (54) as core modes of work.

Policy/advocacy is present but secondary: government engagement (20) and advocacy/campaigning (14) appear, but are less common than direct delivery approaches.

Number of responses, n = 90; multi-select



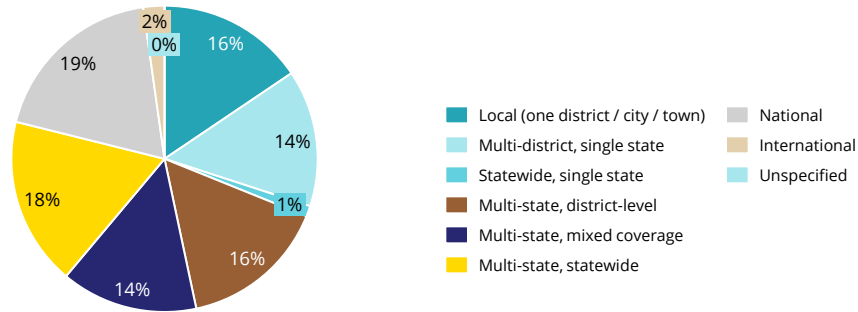
Participants: Operating model and Geographical Aspects

Participants are largely metro-headquartered, implementation-led NGOs; most operate multi-state/national footprints and serve a mix of urban to rural/tribal geographies

Operational footprint

(how widely work is spread)

The sample has a range of scale of operations, from local to national, despite concentration in headquarter locations. Many run multi-district/multi-state operations.

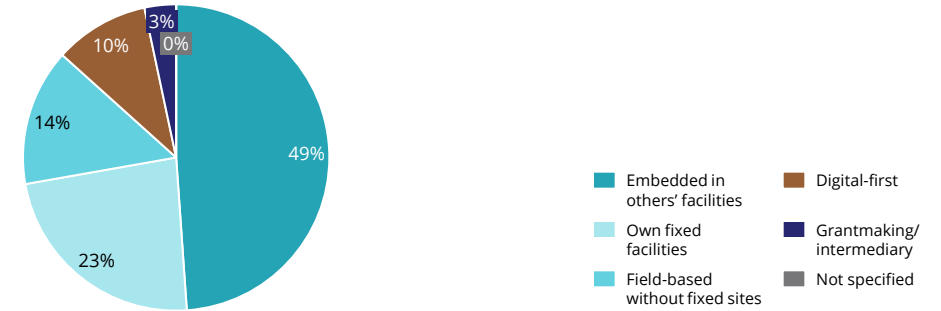


% of respondents, n = 90

Operating model

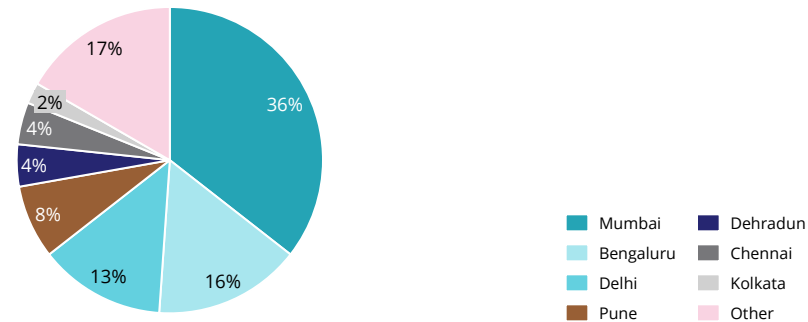
(how work is delivered)

Direct implementation dominates the sample. This is a mix of primarily working embedded in others' facilities, running own fixed facilities and field-led. Participants also mention engaging in more than one mode.



Headquarter location

Most participating organizations are headquartered in a metro, with a decent tail of NGOs with non-metro headquarters. 77% are metro-headquartered (69/90), with concentration in Mumbai, Bengaluru and Delhi.

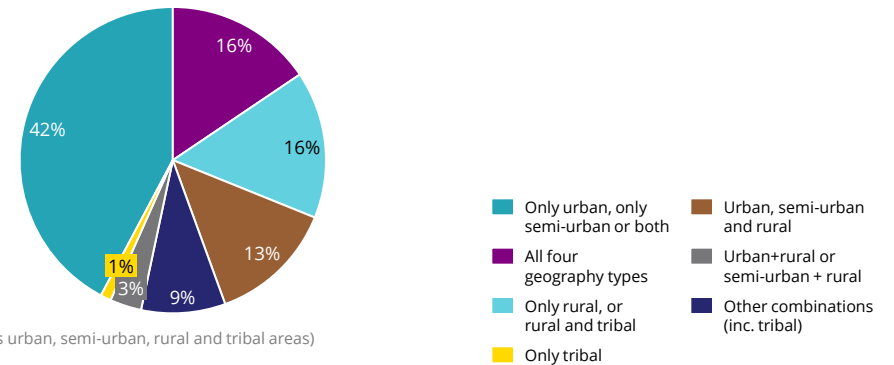


% of respondents, n = 90

Geographies served

(type of geography they operate in²)

There is a spread of organizations that work across geography types, with a bias towards urban areas. 42% organizations work only in urban / urban and semi-urban/semi-urban areas; only ~10% work in tribal areas.



2 - This was multi-select across urban, semi-urban, rural and tribal areas)

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- **Read first: understanding the benchmarks**

- By organization annual budget size

- By operating model

- By scale of operations

- Where the benchmarks fall short

Compensation Policies' Benchmarks

Benefits Benchmarks

Broader Insights and Reflections for the Sector

Before you Close the Report...



Guidance: What are in these benchmarks?

What is the purpose of these benchmarks?

These benchmarks are designed to help organisations **sense-check and calibrate** compensation for common roles—especially when setting salary bands, offer ranges, and annual revisions. They are **directional signals**, not prescriptions.

What has been provided?

What is reported for salaries (statistical summaries):

“The statistician drowned in a river that was on average three feet deep.” There is no single perfect metric to report – so the report provides multiple lenses:

For each role and peer group, the **typical values** (e.g., median/typical/average) and **ranges** (e.g., min–max, quartiles), along with **sample size (n)** where relevant.

How peers are grouped (data cuts):

Benchmarks are presented through three main peer lenses:

- Annual budget band (e.g. ₹1-2 Crores, ₹30+ Crores, etc.)
- Scale of operations / geographic footprint (e.g. local, statewide, national, etc.)
- Operating model (e.g., direct delivery vs embedded / institutions / network support)

Which roles are covered:

Participants mapped their positions to a set of **generic role levels** (e.g., CEO/Director/Manager/Associate/Field, Function Head/Manager/Associate).

Titles vary widely across organisations, along with changes in scope and role, so all the data should be interpreted thoughtfully.

In the annual budget cut, a sample of the **typical role names and typical work experience** reported have been provided.

Guidance: How were the salary benchmarks made?

High-level process of creating the compensation level benchmarks

1: What participants reported

For each role level (e.g., Tenured Manager, HR Manager), each organisation shared:

- **Equivalent internal titles** (e.g., “Senior Program Manager / Project Lead”)
- **Min annual gross salary** (₹L p.a.)
- **Max annual gross salary** (₹L p.a.)
- **Typical / common annual gross salary** (₹L p.a.)

2: Adjusting for increment status (so salaries are comparable)

Because some organisations had already finalised appraisals and others hadn't, the “typical salary” was standardized where needed:

- If org said the “salaries are inclusive of this year's increments” → we used the typical salary as reported
- If org said “salaries are NOT inclusive of this year's increments” → we **increment-adjusted** the typical salary using the org's stated typical increment for the year

Increment-adjusted typical salary = Typical salary × (1 + Typical increment %)

(Example: ₹10L with 8% increment → ₹10.8L)

3: The output you see in the tables

- **No. of entries (n):** how many organisations provided usable data for that role in this peer group
- **Typical role names:** most common internal titles mapped to this role level, to reduce “title mismatch” confusion
- **Average of typical salary:** mean of typical (increment-adjusted where relevant)
- **Median of typical salary:** “middle value” of all the typical salaries reported (*typically considered more stable than mean**)
- **Range of typical salary (min-max of typical):** lowest to highest typical salaries reported (can include outliers)
- **Salary band (median of mins – median of maxes):** a *more stable band* built from each org's reported min & max values
- **Mode of typical salary:** most frequent typical salary value

* Median is typically more stable than mean, but with small n it can still swing; use the number of entries as a measure of confidence – ideal is 30+ data points for statistical validity.

 Available only in the participant report

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All salary values unless otherwise specified are in INR Lakhs.

Guidance: How were the salary benchmarks made? – an illustration

High-level process of creating the compensation level benchmarks

ILLUSTRATIVE

1: What participants reported



Org	Min salary (₹ Lakhs)	Typical salary (₹ Lakhs)	Max salary (₹ Lakhs)	Salary shared inclusive of increments?	Typical increment this year
A	8.0	10.0	12.0	NOT inclusive	8%
B	7.0	9.0	11.0	Inclusive	–
C	10.0	11.0	14.0	NOT inclusive	10%
D	6.0	9.0	8.0	Inclusive	7%

2: Adjusting for increment status (so salaries are comparable)

- Org A: $10.0 \times 1.08 = ₹10.8$ Lakhs
- Org B: inclusive $\rightarrow ₹9.0$ Lakhs
- Org C: $11.0 \times 1.10 = ₹12.1$ Lakhs
- Org D: inclusive $\rightarrow ₹9.0$ Lakhs

So “typical salary” values used for the statistics are:
9.0, 10.8, 12.1, 9.0

3: The output you see in the tables

Reported metric	Computation	Final reported value
No. of entries (n)	Valid entries from A, B, C and D .	4
Average of typical salary	$(9.0 + 10.8 + 12.1 + 9.0) / 4$	10.225 \rightarrow ~10.2
Median of typical salary	Step 1: Sort values of typical salary: (9.0, 9.0, 10.8, 11) Step 2: Median = average of the two middle values: $(9.0 + 10.8) / 2 = 9.9$	9.9
Range of typical salary (min-max of typical salary)	Step 1: Sort values of typical salary : (9.0, 9.0, 10.8, 12.1) Step 2: Min = 9.0; Max = 12.1	9.0 – 12.1
 Salary band (median of mins – median of maxes)	Step 1: Sort values of min salary : (6.0, 7.0, 8.0, 10) and max salary : (8.0, 11.0, 14.0, 12.0) Step 2: Identify median of min : $(7.0 + 8.0)/2 = 7.5$ and median of max : $(11.0 + 14.0)/2 = 12.5$	7.5–12.5
 Mode of typical salary	Find the number that appears most: 9.0 appears twice; all other values appears once.	9.0

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Guidance: How were the work experience ranges made? – an illustration

High-level process of creating the work experience bands

ILLUSTRATIVE

1:
What participants reported

Org	A	B	C	D	E
Work experience reported	8 years	10-12 years	15-20	8+ yrs in role	(blank)

2:
Standardizing the responses
(so they are comparable)

Org	A	B	C	D	E
Reported (years)	8 years	10-12 years	15-20	8+ yrs in role	(blank)
Min years	8	10	15	8	—
Max years	8	12	20	—	—

3:
The output you see in the tables
(in the cut by annual budget size)

Reported metric	Computation	Final reported value
Typical work experience range	<p>Step 1: Sort Min years: (8, 8, 10, 15) and Max years: (8, 12, 20)</p> <p>Step 2: Identify quartiles*</p> <p>Q1 of Min years (25th percentile, i.e. $p = 0.25, n = 4$): Rank position = $1 + (4-1) \times 0.25 = 1.75 \rightarrow$ between the 1st and 2nd values (8 and 8) \rightarrow So Q1 = 8</p> <p>Q3 of Max years (75th percentile, i.e. $p=0.75, n=3$): Rank position = $1 + (3-1) \times 0.75 = 2.5 \rightarrow$ halfway between the 2nd and 3rd values (12 and 20) So Q3 = $12 + 0.5 \times (20-12) = 16$</p>	8-16 years

* Percentiles.Inc in Excel used

What are the key limitations to be aware of?

Remember, these are dipstick benchmarks built from **self-reported survey data**.

Key limitations of the compensation level benchmarks

Self-reported inputs (with validation, but not audit)

Data is used as reported by participating organisations. We have conducted extensive reasonableness checks and follow-ups where possible; however, the dataset is not audited, and definitions (e.g., salary components) may be interpreted differently across organisations.

Role and level matching involves “force-fitting”

To enable comparison, organisations mapped their roles into a **common role template** (e.g., CXO/Director/Dept. Head, Field Associate, etc.). In practice, titles and structures vary widely—so the mapping can involve **judgement calls**, and two organisations’ “Manager” roles may not be fully equivalent (as the reported role titles reveal).

Small sample sizes for many cuts

While the overall sample is ~90 organisations, specific peer cuts often have **limited number of data points (‘n’)**. This can make **medians/averages sensitive** to individual data points. Use the **n as a confidence signal** when interpreting any chart.

Time-window and timing differences (planned vs actual)

Responses may reflect different points in the appraisal cycle (e.g., increments planned vs delivered; April vs mid-year revisions). As a result, some comparisons may mix different effective dates.
Note: As a mitigation measure, the fact of whether the salaries included increments was asked, and this has been factored into the calculation of the average and median of the typical salary.

Some operating realities are not fully captured

Outlier cases (e.g., fully pro-bono teams, highly atypical contracts) have been excluded to avoid distorting benchmarks – so the report does not represent the full diversity of operating models in the sector.

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Before you Close the Report...



Organization budget: ₹0.01-0.4 Crores p.a. (₹1-40 Lakhs p.a.)

Total number of organizations in category: 7

	CEO/ED/ Founder	CXO/Director/ Dept Head	Tenured Manager	Early Tenure Manager	Tenured Associate	Early Tenure Associate	Field Associate
Typical role titles	CEO, Founder, President, Founder Director, Founder/ General Secretary	Deputy CEO, Director, Secretary	Senior Manager, Manager, Treasurer	Assistant Manager	Manager, Assistant Manager, Project Associate	Associate, Fresher	Field Assistant, Outreach Worker, Field Worker, Teacher
Typical work experience (years)	7 - 14	8 - 10	5 - 12	1 - 7	2 - 9	0 - 5	0 - 5
No. of salary entries	2	0	2	3	2	2	3
Average of Typical Salary	3.5		9.0	2.5	5.7	2.1	1.4
Median of Typical Salary	3.5		9.0	2.0	5.7	2.1	0.8
Range of Typical Salary (min-max of typical salary)	2 - 5		4 - 14	1.9 - 3.6	2.8 - 8.5	0.8 - 3.3	0.6 - 2.9
Salary Band (median of min-median of max)	 Available only in the participant report						
Mode of Typical salary							


All salary values in INR Lakhs per annum

Disclaimer: All the information is as provided by the survey respondents, with reasonable interpretation.

All salary values unless otherwise specified are in INR Lakhs.

Organization budget: ₹0.01-0.4 Crores p.a. (₹1-40 Lakhs p.a.)

Total number of organizations in category: 7

	MEL Lead/ Head	MEL Manager	MEL Associate	Finance Lead/ Head	Finance Manager	Finance Associate	Fundraising Lead/ Head	Fundraising Manager	Fundraising Associate
Typical role titles	Founder Director, Lead – M&E	Manager – M&E	Project Associate	Founder/Director, Deputy Director	N/A	Accounts team member	Founder Director, Head – Corporate Partnerships	Manager – Partnerships	Team Lead – Fundraising
Typical work experience (years)	5	6 - 8	3 - 5	15		5 - 7	6 - 9	8 - 10	5 - 7
No. of salary entries	2	1	1	1	1	1	2	1	1
Average of Typical Salary	6.0	8.0	5.5	17.5	11.0	8.5	10.5	12.5	8.5
Median of Typical Salary	6.0	8.0	5.5	17.5	11.0	8.5	10.5	12.5	8.5
Range of Typical Salary (min-max of typical salary)	2 - 10	8 - 8	5.5 - 5.5	17.5 - 17.5	11 - 11	8.5 - 8.5	2 - 19	12.5 - 12.5	8.5 - 8.5
Salary Band (median of min-median of max)									
Mode of Typical salary									

Available only in the participant report


All salary values in INR Lakhs per annum

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Organization budget: ₹0.01-0.4 Crores p.a. (₹1-40 Lakhs p.a.)

Total number of organizations in category: 7

	HR Lead/ Head	HR Manager	HR Associate	Comms Lead/ Head	Comms Manager	Comms Associate	IT Support Lead/ Head	IT Support Manager	IT Support Associate
Typical role titles	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Typical work experience (years)			10	8		5 - 7	8		
No. of salary entries	1.0	0	0	1	2.0	1	1	0	0
Average of Typical Salary	11.0			13.0	5.8	7.0	17.5		
Median of Typical Salary	11.0			13.0	5.8	7.0	17.5		
Range of Typical Salary (min-max of typical salary)	11 - 11			13 - 13	2.5 - 9	7 - 7	17.5 - 17.5		
Salary Band (median of min-median of max)									
Mode of Typical salary	Available only in the participant report								

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Organization budget: ₹0.4-1 Crores p.a. (₹40 Lakhs – 1 Crore p.a.)

Total number of organizations in category: 8

	CEO/ED/ Founder	CXO/Director/ Dept Head	Tenured Manager	Early Tenure Manager	Tenured Associate	Early Tenure Associate	Field Associate
Typical role titles	CEO, Founder- CEO, CEO/Founder, Co-founder, Director, Programme Director	Director, Director - Operations, Operations Lead, COO, Co-founder, Addl. Program Director	Senior Programme Manager, Senior Program Manager, GM, Managing Director	Programme/Program Manager, Project Manager, Assistant Manager, Deputy Managing Director	Senior Associate, Senior Coordinator, Project/ Program/ Field Coordinator, Field Officer	Associate, Project Associate, Programme Officer, Coordinator, Assistant Team Manager	Field Coordinator, Field Worker, Village Worker, Centre Associate, Outreach Coordinator, Program Associate, Programme Officers, Educators
Typical work experience (years)	7 - 12	7 - 10	7 - 10	4 - 11	2 - 5	0 - 4	1 - 9
No. of salary entries	8	6	6	6	5	6	7
Average of Typical Salary	10.5	9.0	6.5	5.2	3.6	2.7	2.2
Median of Typical Salary	10.0	8.4	7.1	5.1	3.3	2.4	1.9
Range of Typical Salary (min-max of typical salary)	3.6 - 20	5 - 12.1	3 - 8.8	2.7 - 8.4	2.5 - 5	1 - 4.3	1.1 - 3.5
Salary Band (median of min-median of max)							
Mode of Typical salary							
Available only in the participant report							

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Organization budget: ₹0.4-1 Crores p.a. (₹40 Lakhs – 1 Crore p.a.)

Total number of organizations in category: 8

	MEL Lead/ Head	MEL Manager	MEL Associate	Finance Lead/ Head	Finance Manager	Finance Associate	Fundraising Lead/ Head	Fundraising Manager	Fundraising Associate
Typical role titles	Programme Director, Programme Officer	Programme Officer	Research Associate, Programme Officer	Accountant / Finance, Programme Officer	Programme Officer	Accounting Associate	Director, Programme Officer	Programme Officer	Fundraising Associate
Typical work experience (years)	6		3		2	1 - 2	5		1
No. of salary entries	1	0	1	0	0	1	1	0	1
Average of Typical Salary	5.4		4.9			2.8	8.0		5.4
Median of Typical Salary	5.4		4.9			2.8	8.0		5.4
Range of Typical Salary (min-max of typical salary)	5.4 - 5.4		4.9 - 4.9			2.8 - 2.8	8 - 8		5.4 - 5.4
Salary Band (median of min-median of max)	 Available only in the participant report								
Mode of Typical salary									

All salary values in INR Lakhs per annum


Disclaimer: All the information is as provided by the survey respondents, with reasonable interpretation.

All salary values unless otherwise specified are in INR Lakhs.



Organization budget: ₹0.4-1 Crores p.a. (₹40 Lakhs – 1 Crore p.a.)

Total number of organizations in category: 8

	HR Lead/ Head	HR Manager	HR Associate	Comms Lead/ Head	Comms Manager	Comms Associate	IT Support Lead/ Head	IT Support Manager	IT Support Associate
Typical role titles		Programme Officer	Programme Officer	Programme Officer	Deputy Manager	Comms Associate	N/A	N/A	N/A
Typical work experience (years)				3 - 5		0 - 2			
No. of salary entries	0	0	0	1	1	1	0	0	0
Average of Typical Salary				6.2	4.0	5.5			
Median of Typical Salary				6.2	4.0	5.5			
Range of Typical Salary (min-max of typical salary)				6.2 - 6.2	4 - 4	5.5 - 5.5			
Salary Band (median of min-median of max)	<div style="text-align: center;">  <p>Available only in the participant report</p> </div>								
Mode of Typical salary									

All salary values in INR Lakhs per annum

Disclaimer: All the information is as provided by the survey respondents, with reasonable interpretation.

All salary values unless otherwise specified are in INR Lakhs.



Organization budget: ₹1-2 Crores p.a.

Total number of organizations in category: **13**

	CEO/ED/ Founder	CXO/Director/ Dept Head	Tenured Manager	Early Tenure Manager	Tenured Associate	Early Tenure Associate	Field Associate
Typical role titles	CEO, ED, Executive Director, Founder & CEO, Founder & Director, Managing Trustee, Chief Functionary, Chief Mentor	Associate Director, Head of Operations, COO/CMO, Head of Finance, Head of Design & Research, Chief of Programs & Operations	Senior Manager, Senior Program Manager, Programme/ Program Head, Project Lead, Area/ Territory Manager, Senior Analyst, Senior Associate	Manager, Operations Manager, Branch Manager, Block Coordinator, Deputy Manager, Zonal Manager, L&D Manager	Senior Associate, Senior Officer, Coordinator, Consultant	Associate, Program Associate, Operations Associate, Executive, Assistant/Intern	Field Associate, Field Coordinator, Community Leader, Trainer, Driver
Typical work experience (years)	9 - 18	6 - 15	6 - 15	2 - 6	1 - 6	0 - 3	0 - 4
No. of salary entries	13	10	9	11	7	11	7
Average of Typical Salary	17.8*	13.9	8.8	6.1	3.6	3.9	3.1
Median of Typical Salary	18*	13.5	10.0	6.9	3.5	4.0	2.8
Range of Typical Salary (min- max of typical salary)	3 - 33.6*	3 - 23	3 - 12.1	1.5 - 10	0.8 - 8.3	0.5 - 7.2	1.8 - 5.4
Salary Band (median of min- median of max)							
Mode of Typical salary	Available only in the participant report						

All salary values in INR Lakhs per annum

* This excludes one outlier CEO salary of ₹75 Lakhs p.a.


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All salary values unless otherwise specified are in INR Lakhs.



Organization budget: ₹1-2 Crores p.a.

Total number of organizations in category: **13**

	MEL Lead/ Head	MEL Manager	MEL Associate	Finance Lead/ Head	Finance Manager	Finance Associate	Fundraising Lead/ Head	Fundraising Manager	Fundraising Associate
Typical role titles	Documentation & Impact Lead	Monitoring & Evaluation Manager, Programme Lead	Research Associate	Head of Finance, Finance Lead, Finance/Accounts/Operations Manager	Finance Manager, Accountant	Senior Accounts & Finance Executive, Finance Associate	Fundraising Lead, Comms & Fundraising Lead	Fundraising Manager	Communication & Fundraising Associate
Typical work experience (years)	2 - 9	1 - 6	1 - 3	3 - 12	2 - 8	0 - 4	1 - 3	1 - 6	1 - 3
No. of salary entries	1	2	0	2	3	8	2	1	4
Average of Typical Salary	5.5	10.3		10.3	8.4	3.8	11.0	14.0	3.6
Median of Typical Salary	5.5	10.3		10.3	9.2	3.9	11.0	14.0	3.4
Range of Typical Salary (min-max of typical salary)	5.5 - 5.5	6.6 - 14		8.3 - 12.3	6 - 10	2.4 - 5	9.7 - 12.4	14 - 14	1.3 - 6
Salary Band (median of min-median of max)	 Available only in the participant report								
Mode of Typical salary									

All salary values in INR Lakhs per annum

Disclaimer: All the information is as provided by the survey respondents, with reasonable interpretation.

All salary values unless otherwise specified are in INR Lakhs.



Organization budget: ₹1-2 Crores p.a.

Total number of organizations in category: **13**

	HR Lead/ Head	HR Manager	HR Associate	Comms Lead/ Head	Comms Manager	Comms Associate	IT Support Lead/ Head	IT Support Manager	IT Support Associate
Typical role titles	Lead HR	HR Manager, Assistant Manager – HR, Deputy Manager	Associate	Communications Lead, Communication Manager, Lead Comms, Partnership Manager	Manager – MarCom/ Partnerships	Associate	IT MIS Manager	IT Developer/Tester	N/A
Typical work experience (years)	3 - 12	1 - 6	1 - 3	2 - 6	1 - 3	1 - 3	1 - 3	1 - 3	0 - 3
No. of salary entries	2	3	1	2	4	1	1	2	0
Average of Typical Salary	14.0	6.7	2.9	9.6	6.6	3.4	5.6	7.7	
Median of Typical Salary	14.0	5.8	2.9	9.6	6.0	3.4	5.6	7.7	
Range of Typical Salary (min-max of typical salary)	5.5 - 22.5	4.5 - 10	2.9 - 2.9	4.8 - 14.4	6 - 8.4	3.4 - 3.4	5.6 - 5.6	3.4 - 12	
Salary Band (median of min-median of max)									
Mode of Typical salary									

Available only in the participant report


All salary values in INR Lakhs per annum

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All salary values unless otherwise specified are in INR Lakhs.

Organization budget: ₹2-5 Crores p.a.

Total number of organizations in category: **11**

	CEO/ED/ Founder	CXO/Director/ Dept Head	Tenured Manager	Early Tenure Manager	Tenured Associate	Early Tenure Associate	Field Associate
Typical role titles	CEO, Chief Executive Officer, Founder & CEO, Co-founder, Co-director, Director, Founder Chairman	CPO, Director (Operations), Associate Director, Director (MEL), COO, Head of Training, Head of Placement, Head of Data Analytics	Lead Consultant, Senior Program Manager, Lead, Senior Manager, Team Leader	Senior Consultant, Program Manager, Deputy Program Manager, Project Coordinator, Associate Lead	Consultant, Senior Associate, Operations Lead, Senior Trainer	Associate Consultant, Associate, Program Associate, Executive, Trainer	Field/Programme Coordinator, Community Mobiliser, Outreach/Field Worker, Office/Support Assistant
Typical work experience (years)	10 - 20	8 - 16	8 - 16	3 - 8	2 - 9	1 - 5	0 - 4
No. of salary entries	10	10	10	10	10	9	6
Average of Typical Salary	25.3	20.7	11.3	7.7	5.8	4.0	2.3
Median of Typical Salary	25.1	20.2	11.2	7.5	5.9	3.5	1.9
Range of Typical Salary (min-max of typical salary)	12 - 40	10.5 - 30	5.5 - 16	4.1 - 12	3.6 - 9	2.3 - 7	1.5 - 4
Salary Band (median of min-median of max)							
Mode of Typical salary							
	Available only in the participant report						


All salary values in INR Lakhs per annum

Disclaimer: All the information is as provided by the survey respondents, with reasonable interpretation.

All salary values unless otherwise specified are in INR Lakhs.

Organization budget: ₹2-5 Crores p.a.

Total number of organizations in category: **11**

	MEL Lead/ Head	MEL Manager	MEL Associate	Finance Lead/ Head	Finance Manager	Finance Associate	Fundraising Lead/ Head	Fundraising Manager	Fundraising Associate
Typical role titles	Director – MEL, Senior Manager – M&E Lead, Tech & M&E Lead, “Leadership team plays this role” (as stated)	M&E Manager, Product Manager	Product Associate	Finance Lead, “Leadership team plays this role” (as stated)	Accounts Manager, Senior Consultant – Finance, “CA plays this role to some extent” (as stated)	Accounts Associate, Consultant – Finance	Associate Director – Fundraising Lead, Fundraising Director, “Leadership team plays this role” (as stated)	Resource Mobilisation Manager, Senior Consultant – BD	Fundraising/Donor Management Specialist
Typical work experience (years)	12 - 20	3 - 8	1 - 5	8 - 12	6 - 11	1 - 5	8 - 15	6 - 9	1 - 6
No. of salary entries	5	4	3	2	7	5	3	6	6
Average of Typical Salary	13.9	8.4	4.6	14.5	7.5	4.8	17.2	8.4	6.2
Median of Typical Salary	11.8	8.0	5.0	14.5	6.5	4.2	16.0	7.6	5.8
Range of Typical Salary (min-max of typical salary)	7 - 26.2	6.5 - 11.2	2.7 - 6	13 - 16	5.1 - 12	2.5 - 9	15.7 - 20	7 - 12	4.2 - 9
Salary Band (median of min-median of max)	 Available only in the participant report								
Mode of Typical salary									

All salary values in INR Lakhs per annum


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All salary values unless otherwise specified are in INR Lakhs.



Organization budget: ₹2-5 Crores p.a.

Total number of organizations in category: **11**

	HR Lead/ Head	HR Manager	HR Associate	Comms Lead/ Head	Comms Manager	Comms Associate	IT Support Lead/ Head	IT Support Manager	IT Support Associate
Typical role titles	Associate Director – People Lead, HR Consultant, “Leadership team plays this role” (as stated)	HR Manager, Admin/HR Manager	People & Culture Associate	Communications Lead, “Leadership team plays this role” (as stated)	Communication Associate	Org Development Associate	Manager – School Operations	N/A	N/A
Typical work experience (years)	8 - 12	6 - 10	2 - 6	6 - 8	2 - 6	2 - 6			
No. of salary entries	6	8	7	2	3	5	1	0	1
Average of Typical Salary	12.7	8.1	4.5	13.5	9.1	5.4	10.0		4.02
Median of Typical Salary	14.3	7.6	4.2	13.5	8.0	4.5	10.0		4.02
Range of Typical Salary (min-max of typical salary)	3.3 - 19.9	4.5 - 12	2 - 9	11 - 16	7.2 - 12	4.2 - 9	10 - 10		4 - 4
Salary Band (median of min-median of max)	 Available only in the participant report								
Mode of Typical salary									

All salary values in INR Lakhs per annum


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All salary values unless otherwise specified are in INR Lakhs.



Organization budget: ₹5-10 Crores p.a.

Total number of organizations in category: **18**

	CEO/ED/ Founder	CXO/Director/ Dept Head	Tenured Manager	Early Tenure Manager	Tenured Associate	Early Tenure Associate	Field Associate
Typical role titles	CEO, Founder/CEO, Executive Director, Director (Programs), Deputy CEO, Dean	Director, Associate Director, CFO, CIO, CPO, CHRO, CAO, Program Head, Functional Director	Senior Manager, Senior Programme Manager, State Coordinator, Senior Trainer, Team Leader, Lead, Assistant Manager, Manager	Program Manager, Project Manager, Assistant Manager, Senior Program Officer, Associate Manager, Senior Program Officer, Assistant Senior Manager	Senior Executive, Senior Associate, Senior Program Associate, Senior Mentor, Centre Officer, Assistant Manager, Executive	Associate, Program Associate, Executive, Junior Executive, Program Executive, Centre Officer	Field Associate, Field Officer, Field Assistant, Community Organiser, Mentor, Teaching Assistant, Teacher
Typical work experience (years)	10 - 28	10 - 20	10 - 20	2 - 9	1 - 7	0 - 4	0 - 6
No. of salary entries	16	15	17	17	16	17	10
Average of Typical Salary	32.9	21.0	12.5	8.1	6.1	4.3	2.8
Median of Typical Salary	27.0	19.0	11.8	7.4	5.3	3.8	2.8
Range of Typical Salary (min-max of typical salary)	8.1 - 85*	6.1 - 45	5 - 23	4.5 - 15	3.3 - 19	2 - 10	1.4 - 4
Salary Band (median of min-median of max)							
Mode of Typical salary							

* Note that there is a range of salary seen; ₹85 Lakhs p.a. is an outlier, but it is not an extreme one – for example, the next highest are ₹65 Lakhs p.a. and ₹57 Lakhs p.a.

All salary values in INR Lakhs per annum

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All salary values unless otherwise specified are in INR Lakhs.

Organization budget: ₹5-10 Crores p.a.

Total number of organizations in category: **18**

	MEL Lead/ Head	MEL Manager	MEL Associate	Finance Lead/ Head	Finance Manager	Finance Associate	Fundraising Lead/ Head	Fundraising Manager	Fundraising Associate
Typical role titles	AD – Research & Insights, Senior M&E Lead, M&E Manager, Innovation & Data Manager, Monitoring & Documentation	Manager – M&E, M&E Manager, Programme Lead – BI&R, Manager – MEL & Data Strategy	MIS Officer, Associate Manager – M&E	Senior Programme Manager, CFO, Finance Head, Head – Finance/ Legal/ People Ops, Team Lead – Finance, Finance Lead	Finance Manager, Senior Manager – Finance & Legal Ops, Accounts Controller, Manager – Finance	Sr. Accountant, Accounts Officer / Asst. Manager, Associate - Accounts, Finance & Legal Ops Officer, Jr. Executive – Accounts	Director / Senior PM, Head – Sponsors & Donors, Senior Manager – Fundraising, Co-founder, Head – Fundraising	Programme Manager – Fundraising, Corporate Engagement Manager, Manager – Resource Mobilisation	Senior Executive, Senior Associate – Resource Mobilisation
Typical work experience (years)	6 - 17	6 - 10	1 - 11	12 - 19	4 - 10	1 - 5	7 - 19	4 - 10	2 - 6
No. of salary entries	9	10	7	10	13	17	9	12	6
Average of Typical Salary	17.2	8.6	5.4	20.8	10.7	4.9	16.8	9.8	6.0
Median of Typical Salary	13.5	8.0	5.0	15.2	7.9	4.7	15.0	8.5	6.2
Range of Typical Salary (min-max of typical salary)	8.7 - 40	3 - 16.2	3.5 - 8	8.4 - 45	5 - 27	2.2 - 12	10.2 - 30	6 - 20	3.6 - 7.8
Salary Band (median of min-median of max)									
Mode of Typical salary									

Available only in the participant report


All salary values in INR Lakhs per annum

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All salary values unless otherwise specified are in INR Lakhs.

Organization budget: ₹5-10 Crores p.a.

Total number of organizations in category: **18**

	HR Lead/ Head	HR Manager	HR Associate	Comms Lead/ Head	Comms Manager	Comms Associate	IT Support Lead/ Head	IT Support Manager	IT Support Associate
Typical role titles	CHRO / People & Culture Lead, Senior Manager – People & Learning, Head – People Practices	HR Manager, Senior HR Manager, Assistant Manager – HR	HR Executive, Associate HR Manager	Head – Comms, Senior Manager – Communications	Communications Manager, Social Media Manager, MIS + Comms Coordinator	Associate – Communications, Communications Associate	Head – Technology / CIO	Manager (Admin & IT), Senior Associate – Data Analysis	IT Associate, Associate – Tech & Data
Typical work experience (years)	9 - 18	4 - 10	1 - 5	4 - 9	1 - 5	1 - 5	11 - 20	3 - 6	1 - 7
No. of salary entries	6	13	13	4	5	13	3	4	4
Average of Typical Salary	17.9	10.5	4.9	13.3	9.5	4.9	21.9	9.4	4.3
Median of Typical Salary	16.1	8.4	4.5	12.7	8.7	5.2	16.8	7.4	4.7
Range of Typical Salary (min-max of typical salary)	9.4 - 36	4.8 - 20	2.1 - 8.3	9.8 - 18	4.9 - 17	2.8 - 6.4	13 - 36	5 - 18	2.2 - 5.5
Salary Band (median of min-median of max)	 <p>Available only in the participant report</p>								
Mode of Typical salary									


All salary values in INR Lakhs per annum

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All salary values unless otherwise specified are in INR Lakhs.

Organization budget: ₹10-20 Crores p.a.

Total number of organizations in category: **14**

	CEO/ED/ Founder	CXO/Director/ Dept Head	Tenured Manager	Early Tenure Manager	Tenured Associate	Early Tenure Associate	Field Associate
Typical role titles	CEO, CPO, Board Chairperson, Founder & CEO, Director, Senior Director	COO, COO, Director, Senior Director, Associate Director, Program/Vertical Head, Deputy Head, Senior Manager, Deputy Senior Manager	Senior Manager, Department Head, Lead, Senior Programme Coordinator, Deputy Director, Associate Head	Manager, Assistant Manager, Project Manager, Deputy Manager, Programme Coordinator	Senior Executive, Senior Associate, Coordinator, Senior Officer, Additional Programme Coordinators, Senior Officer, Officer	Executive, Junior Executive, Associate, Senior Associate, Office Support, Coordinator, Associate Manager	Program Officer, Program Associate, Trainer, Counsellor, Teacher, Field/Subject Assistant, Block/Panchayat Coordinator, Master Trainer
Typical work experience (years)	12 - 19	10 - 21	10 - 21	3 - 11	1 - 14	0 - 5	0 - 3
No. of salary entries	12	13	12	13	12	12	11
Average of Typical Salary	42.6	29.4	16.2	9.6	6.4	5.1	3.4
Median of Typical Salary	35.2	27.0	16.3	9.7	6.3	4.6	3.1
Range of Typical Salary (min-max of typical salary)	19 - 86.9*	11.5 - 55	10 - 27.3	4.4 - 13	3.7 - 9.1	1.5 - 10.4	1.6 - 6.2
Salary Band (median of min-median of max)							
Mode of Typical salary							

Available only in the participant report

* Note that there is a range of salary seen; ₹86.9 Lakhs p.a. is an outlier, but not an extreme one – for example, the next highest are ₹75 Lakhs p.a. and ₹57 Lakhs p.a.


All salary values in INR Lakhs per annum

Disclaimer: All the information is as provided by the survey respondents, with reasonable interpretation.

All salary values unless otherwise specified are in INR Lakhs.

Organization budget: ₹10-20 Crores p.a.

Total number of organizations in category: **14**

	MEL Lead/ Head	MEL Manager	MEL Associate	Finance Lead/ Head	Finance Manager	Finance Associate	Fundraising Lead/ Head	Fundraising Manager	Fundraising Associate
Typical role titles	M&E Head, Associate Director – MEL, Lead – RMEL, Director/Senior Director (MEL), SVP (MEL)	Manager – M&E / Research & Evaluation, Senior Manager (MEL), Associate Senior Manager (MEL)	Data/Admin roles (Data Associate/ Admin/ Data Entry)	Senior Director / Associate Head (Finance), Lead – Audit & Control, Senior Manager – Accounts	Finance Manager / Assistant Manager, Manager – Finance	Executive/ Associate – Finance & Accounts	Lead – Fundraising / Corporate Partnerships, Head – Donor Relations	Senior Fundraising Manager, Manager – Corporate Partnerships	Associate Manager (Fundraising), Donor Engagement Associate
Typical work experience (years)	8 - 20	5 - 10	1 - 6	6 - 20	4 - 13	1 - 7	8 - 22	4 - 12	1 - 6
No. of salary entries	11	9	7	12	11	10	10	8	6
Average of Typical Salary	19.9	12.6	5.9	20.3	11.1	5.0	21.5	11.9	5.8
Median of Typical Salary	21.0	12.0	5.0	16.0	12.0	5.0	23.3	12.0	5.8
Range of Typical Salary (min-max of typical salary)	9.4 - 27.3	7.2 - 17.2	3.7 - 10.9	9.5 - 52.5	5 - 18	2.6 - 7.5	7.7 - 41.9	4 - 20.9	3.5 - 8
Salary Band (median of min-median of max)									
Mode of Typical salary									
Available only in the participant report									


All salary values in INR Lakhs per annum

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All salary values unless otherwise specified are in INR Lakhs.

Organization budget: ₹10-20 Crores p.a.

Total number of organizations in category: **14**

	HR Lead/ Head	HR Manager	HR Associate	Comms Lead/ Head	Comms Manager	Comms Associate	IT Support Lead/ Head	IT Support Manager	IT Support Associate
Typical role titles	Lead – People & Culture, HR Head, Director – Talent Mgmt	Manager – People & Culture, Manager – Talent Mgmt	Associate – People & Culture / Talent Mgmt	Lead – Communication & Design, Associate Director (Comms)	Comms Manager / Assistant Manager	Comms Executive / Associate	IT Lead, Lead – Product & Technology	Assistant Manager (IT)	Executive / Associate (IT)
Typical work experience (years)	7 - 12	4 - 13	1 - 5	6 - 15	1 - 5	2 - 8	8 - 20	6 - 13	1 - 5
No. of salary entries	9	7	8	9	8	6	6	6	6
Average of Typical Salary	18.3	9.8	5.5	19.2	9.3	6.0	17.2	8.6	4.6
Median of Typical Salary	21.0	10.4	4.8	16.6	9.8	6.0	16.2	8.3	4.4
Range of Typical Salary (min-max of typical salary)	8.6 - 26	4.3 - 15.8	3 - 10.7	11.5 - 27	4.8 - 13.7	3.8 - 8	11.5 - 23.5	6.1 - 12	3.3 - 6.4
Salary Band (median of min-median of max)									
Mode of Typical salary									
Available only in the participant report									

All salary values in INR Lakhs per annum

Disclaimer: All the information is as provided by the survey respondents, with reasonable interpretation.

All salary values unless otherwise specified are in INR Lakhs.



Organization budget: ₹20-30 Crores p.a.

Total number of organizations in category: 8

	CEO/ED/ Founder	CXO/Director/ Dept Head	Tenured Manager	Early Tenure Manager	Tenured Associate	Early Tenure Associate	Field Associate
Typical role titles	CEO, COO, ED, Executive Director, Chief Officer	CFO, COO, Director, Head, Associate Director	Senior Manager, Program Manager, Principal Specialist, Lead	Manager, Assistant Manager, Project Manager, Deputy Manager, Associate Manager	Senior Executive, Senior Coordinator, Senior Specialist, Senior Officer, Therapist/Trainer	Executive, Coordinator, Specialist, Associate, Junior Therapist	Field Supervisor, Field Staff, Coordinator, Assistant Teacher
Typical work experience (years)	16 - 28	10 - 20	10 - 20	5 - 8	2 - 9	0 - 6	1 - 2
No. of salary entries	6	8	7	7	7	6	3
Average of Typical Salary	31.1*	27.3**	17.7	10.3	7.8	5.4	3.7
Median of Typical Salary	36.6*	24.1**	20.0	9.6	7.2	5.5	3.6
Range of Typical Salary (min-max of typical salary)	14.4 - 47*	14.4 - 56.2**	10.4 - 25	6.6 - 17.5	4.1 - 12	2.3 - 7.3	3 - 4.6
Salary Band (median of min-median of max)							
Mode of Typical salary							

Available only in the participant report

* This excludes an outlier of ₹110 Lakhs p.a.

** This excludes an outlier of ₹84 Lakhs p.a.


All salary values in INR Lakhs per annum

Disclaimer: All the information is as provided by the survey respondents, with reasonable interpretation.

All salary values unless otherwise specified are in INR Lakhs.

Organization budget: ₹20-30 Crores p.a.

Total number of organizations in category: 8

	MEL Lead/ Head	MEL Manager	MEL Associate	Finance Lead/ Head	Finance Manager	Finance Associate	Fundraising Lead/ Head	Fundraising Manager	Fundraising Associate
Typical role titles	Lead – MEL, Director/ Associate Director (MEL / Research)	Manager/AM (MEL)	Coordinator (MEL)	Head/CFO/Director – Finance	Manager – Finance	Accounts Executive / Senior Exec – Finance	Lead – Partnerships / Director – Fundraising	Manager – Fundraising/ Partnerships	Coordinator – Partnerships
Typical work experience (years)	10 - 20	5 - 11	1 - 9	11 - 24	5 - 17	1 - 9	10 - 19	8 - 14	1 - 8
No. of salary entries	8	7	6	6	7	7	6	7	5
Average of Typical Salary	25.7	10.4	6.6	23.6	14.0	6.2	29.2	14.2	7.6
Median of Typical Salary	27.0	10.0	6.0	25.2	10.1	6.0	25.1	13.0	6.6
Range of Typical Salary (min-max of typical salary)	12 - 41	5.6 - 15	2.4 - 10.8	6.6 - 40	5 - 25.9	2.5 - 10.8	12 - 50	5 - 25.9	2.5 - 11.9
Salary Band (median of min-median of max)									
Mode of Typical salary									
Available only in the participant report									

All salary values in INR Lakhs per annum


Disclaimer: All the information is as provided by the survey respondents, with reasonable interpretation.

All salary values unless otherwise specified are in INR Lakhs.



Organization budget: ₹20-30 Crores p.a.

Total number of organizations in category: 8

	HR Lead/ Head	HR Manager	HR Associate	Comms Lead/ Head	Comms Manager	Comms Associate	IT Support Lead/ Head	IT Support Manager	IT Support Associate
Typical role titles	Director – HR & Admin	Manager – HR & Admin	Executive – HR & Admin	Lead – Communications	Manager – Communications	Coordinator – Communications	Lead – Digitalisation & IT	Manager – IT	Coordinator – IT
Typical work experience (years)	11 - 17	6 - 12	0 - 10	5 - 11	0 - 10	1 - 8	17 - 27	7 - 14	0 - 14
No. of salary entries	6	7	4	5	6	4	3	4	4
Average of Typical Salary	20.9	11.4	8.5	21.4	10.5	6.6	21.2	10.1	5.7
Median of Typical Salary	18.8	10.7	8.1	25.9	9.3	6.5	22.7	11.1	5.0
Range of Typical Salary (min-max of typical salary)	11 - 32.4	3.7 - 20	6 - 12	12 - 29	6.5 - 19	5.8 - 7.5	12 - 29	5.4 - 13	1.8 - 10.8
Salary Band (median of min-median of max)									
Mode of Typical salary									

Available only in the participant report


All salary values in INR Lakhs per annum

Disclaimer: All the information is as provided by the survey respondents, with reasonable interpretation.

All salary values unless otherwise specified are in INR Lakhs.

Organization budget: ₹30+ Crores p.a.

Total number of organizations in category: **11**

	CEO/ED/ Founder	CXO/Director/ Dept Head	Tenured Manager	Early Tenure Manager	Tenured Associate	Early Tenure Associate	Field Associate
Typical role titles	CEO, ED, CEO/ED, ED/Co-founder	Director, Associate Director, Senior Director, COO, CFO, Department Head, SLT	Senior Manager, Regional Manager, Zonal Head, DGM/GM, Marketing Manager, Fundraising Head	Manager, Project Manager, Assistant Manager, Coach/Lead, AM/DM	Senior Coordinator, Lead, Senior Associate, Senior Social Worker, Nutritionist	Coordinator, Associate, Executive, Program Executive, Counsellor, Social Worker, House Parent	Field Coordinator, Community Mobiliser, Housekeeping/Support, Guard
Typical work experience (years)	15 - 20	10 - 20	10 - 20	4 - 10	1 - 5	0 - 4	0 - 3
No. of salary entries	9	10	11	10	11	11	9
Average of Typical Salary	37.6*	28.2	14.2	8.0	5.8	4.0	3.1
Median of Typical Salary	32.3*	26.5	14.0	7.2	5.0	3.5	3.1
Range of Typical Salary (min-max of typical salary)	22.5 - 56*	14 - 49.1	8.7 - 21.5	6 - 12.6	3.5 - 8.6	2.5 - 6	1.5 - 4.5
Salary Band (median of min-median of max)							
Mode of Typical salary							

* This excludes an outlier of ₹93.8 Lakhs p.a.


All salary values in INR Lakhs per annum

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All salary values unless otherwise specified are in INR Lakhs.

Organization budget: ₹30+ Crores p.a.

Total number of organizations in category: **11**

	MEL Lead/ Head	MEL Manager	MEL Associate	Finance Lead/ Head	Finance Manager	Finance Associate	Fundraising Lead/ Head	Fundraising Manager	Fundraising Associate
Typical role titles	Head – Impact/ Evaluation/ Research, SL – Results, GM Ops	Manager – M&E, Head – Governance & Compliance, Sr/Manager	MIS / District Impact / Associate roles	SL – Finance, Head / GM – Finance, Director – Finance & Compliance	Manager – Finance	Senior Associate / Accounts / Finance Associate	Head – Corporate Partnerships / Donor Servicing, Chief Fundraising Officer	Sr/Manager – Fundraising/ Communication	Resource Mobilisation Associate / Tele-calling consultant
Typical work experience (years)	10 - 18	5 - 12	1 - 5	9 - 20	5 - 15	0 - 5	10 - 20	4 - 15	1 - 6
No. of salary entries	5	8	8	10	10	11	10	9	9
Average of Typical Salary	23.2	10.7	5.8	21.7	10.8	5.1	23.4	13.7	6.1
Median of Typical Salary	25.0	9.0	4.6	25.0	10.5	5.0	23.0	14.0	5.1
Range of Typical Salary (min-max of typical salary)	12 - 40	6 - 19	3 - 12	11.8 - 30	6.8 - 17.5	3.2 - 9	12 - 42	6.8 - 23	2.4 - 10
Salary Band (median of min-median of max)									
Mode of Typical salary									

Available only in the participant report


All salary values in INR Lakhs per annum

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All salary values unless otherwise specified are in INR Lakhs.

Organization budget: ₹30+ Crores p.a.

Total number of organizations in category: **11**

	HR Lead/ Head	HR Manager	HR Associate	Comms Lead/ Head	Comms Manager	Comms Associate	IT Support Lead/ Head	IT Support Manager	IT Support Associate
Typical role titles	HR Lead, Director – HR, SL – Performance	HRBP / HR Ops / Talent Acquisition / Sr Manager	District HR Specialist / HR Associate	Comms Lead, Associate Director (Comms)	Manager – Communication, Content Writer/Designer	Communications Associate	Consultant – CTO, Head – IT, IT Lead	Systems Head / IT Manager / Infra Ops	Data Executive / District IT Analyst / IT Associate
Typical work experience (years)	10 - 20	5 - 14	1 - 5	5 - 12	1 - 5	0 - 6	9 - 17	5 - 15	1 - 5
No. of salary entries	8	9	11	6	11	9	7	7	7
Average of Typical Salary	19.2	10.9	5.0	23.8	10.4	5.3	19.8	10.9	4.3
Median of Typical Salary	16.0	10.0	4.5	24.5	9.0	5.0	21.6	9.0	4.0
Range of Typical Salary (min-max of typical salary)	8 - 40	5.1 - 22	3 - 9	7.9 - 40	6.5 - 18.5	2.4 - 9	8.7 - 33	6.1 - 25	3 - 7
Salary Band (median of min-median of max)									
Mode of Typical salary									

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Operating model: Own fixed facilities

You directly operate permanent service sites (e.g., hospital, clinic, school, shelter, training center, lab, community center)

Total number of organizations in category: **21**

	CEO/ED/ Founder	CXO/Director/ Dept Head	Tenured Manager	Early Tenure Manager	Tenured Associate	Early Tenure Associate	Field Associate
No. of salary entries	15	16	16	17	15	17	12
Average of Typical Salary	30.1	21.9	10.8	6.5	4.9	3.4	2.7
Median of Typical Salary	30.0	18.9	10.3	6.5	4.5	3.5	3.0
Range of Typical Salary (min-max of typical salary)	2 - 65	6.1 - 56.2	4.5 - 21.6	1.9 - 12	3.3 - 9.6	0.8 - 7	0.6 - 4.6
Salary Band (median of min-median of max)							
Mode of Typical salary							

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All salary values in INR Lakhs per annum


Disclaimer: All the information is as provided by the survey respondents, with reasonable interpretation.

All salary values unless otherwise specified are in INR Lakhs.

Operating model: Own fixed facilities

You directly operate permanent service sites (e.g., hospital, clinic, school, shelter, training center, lab, community center)

Total number of organizations in category: **21**

	MEL Lead/ Head	MEL Manager	MEL Associate	Finance Lead/ Head	Finance Manager	Finance Associate	Fundraising Lead/ Head	Fundraising Manager	Fundraising Associate	HR Lead/ Head	HR Manager	HR Associate	Comms Lead/ Head	Comms Manager	Comms Associate	IT Support Lead/ Head	IT Support Manager	IT Support Associate
No. of salary entries	11	12	9	14	14	15	15	13	9	8	15	10	6	9	8	7	9	7
Average of Typical Salary	15.4	7.8	4.5	19.4	10.1	4.7	16.6	10.1	4.9	18.6	8.3	5.1	18.4	8.2	4.5	19.4	10.9	4.9
Median of Typical Salary	12.0	7.9	4.1	18.0	8.6	4.8	15.0	8.5	4.5	15.8	8.4	4.5	18.5	8.5	4.8	15.0	8.5	4.5
Range of Typical Salary (min-max of typical salary)	2 - 29.7	3 - 13	2.4 - 6	6.6 - 44.5	5 - 10.8	2.5 - 25.9	2 - 30	4 - 25.9	2.4 - 11.9	9 - 36	3.7 - 14.9	3 - 9.6	11.5 - 25.9	6.5 - 10.7	2.4 - 5.8	8.7 - 36	5 - 25	1.8 - 10.8
Salary Band (median of min-median of max)																		
Mode of Typical salary																		

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All salary values in INR Lakhs per annum


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All salary values unless otherwise specified are in INR Lakhs.

Operating model: Embedded in others' facilities

Your staff deliver from government/partner institutions that you do not operate (e.g., teacher training in govt schools, TA inside departments)

Total number of organizations in category: 44

	CEO/ED/ Founder	CXO/Director/ Dept Head	Tenured Manager	Early Tenure Manager	Tenured Associate	Early Tenure Associate	Field Associate
No. of salary entries	41	37	39	40	37	36	29
Average of Typical Salary	31.9	23.2	12.7	8.0	6.0	4.4	3.0
Median of Typical Salary	22.5	20.0	12.0	7.8	6.0	4.0	2.8
Range of Typical Salary (min-max of typical salary)	3 - 110	3 - 84	3 - 27.3	1.5 - 17.5	0.8 - 12	0.5 - 10.4	0.8 - 6.2
Salary Band (median of min-median of max)	 <p>Available only in the participant report</p>						
Mode of Typical salary							

All salary values in INR Lakhs per annum


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All salary values unless otherwise specified are in INR Lakhs.

Operating model: Embedded in others' facilities

Your staff deliver from government/partner institutions that you do not operate (e.g., teacher training in govt schools, TA inside departments)

Total number of organizations in category: 44

	MEL Lead/Head	MEL Manager	MEL Associate	Finance Lead/Head	Finance Manager	Finance Associate	Fundraising Lead/Head	Fundraising Manager	Fundraising Associate	HR Lead/Head	HR Manager	HR Associate	Comms Lead/Head	Comms Manager	Comms Associate	IT Support Lead/Head	IT Support Manager	IT Support Associate
No. of salary entries	22	22	16	17	25	27	17	24	20	21	22	25	15	22	23	8	7	10
Average of Typical Salary	20.5	11.4	6.6	19.4	10.6	4.9	25.4	12.4	6.5	16.9	10.8	5.4	17.6	9.5	5.6	20.6	9.5	4.5
Median of Typical Salary	20.5	11.6	5.5	16.0	10.0	4.9	24.5	12.0	6.0	16.2	10.0	4.9	14.4	9.0	5.2	22.1	10.0	4.0
Range of Typical Salary (min-max of typical salary)	5.4 - 41	6 - 18	2.7 - 12	8.3 - 40	6 - 9	2.4 - 24	8 - 50	6.8 - 20.9	4.2 - 11	3.3 - 40	5.4 - 22	2 - 12	4.8 - 40	2.5 - 19	3.5 - 9	10 - 29	6.1 - 12.5	3 - 7
Salary Band (median of min-median of max)																		
Mode of Typical salary																		

Available only in the participant report

All salary values in INR Lakhs per annum

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All salary values unless otherwise specified are in INR Lakhs.

Operating model: **Field-based without fixed sites**

Delivery by mobile/outreach/community teams, pop-ups/camps, door-to-door, or rotating venues (no permanent sites)

Total number of organizations in category: **13**

	CEO/ED/ Founder	CXO/Director/ Dept Head	Tenured Manager	Early Tenure Manager	Tenured Associate	Early Tenure Associate	Field Associate
No. of salary entries	10	9	9	10	9	12	10
Average of Typical Salary	18.6	17.4	14.6	7.8	5.9	4.4	2.8
Median of Typical Salary	16.7	14.4	12.4	7.9	5.5	4.6	2.9
Range of Typical Salary (min-max of typical salary)	3.5 - 33.8	8.4 - 38	10.1 - 21.5	3.8 - 10.5	4.5 - 8	1.9 - 6.5	1.5 - 4
Salary Band (median of min-median of max)							
Mode of Typical salary							

All salary values in INR Lakhs per annum


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Operating model: Field-based without fixed sites

Delivery by mobile/outreach/community teams, pop-ups/camps, door-to-door, or rotating venues (no permanent sites)

Total number of organizations in category: **13**

	MEL Lead/ Head	MEL Manager	MEL Associate	Finance Lead/ Head	Finance Manager	Finance Associate	Fundraising Lead/ Head	Fundraising Manager	Fundraising Associate	HR Lead/ Head	HR Manager	HR Associate	Comms Lead/ Head	Comms Manager	Comms Associate	IT Support Lead/ Head	IT Support Manager	IT Support Associate
No. of salary entries	6	4	5	7	7	9	7	5	7	5	6	5	6	5	5	6	5	4
Average of Typical Salary	17.2	12.7	5.6	18.0	9.5	4.6	18.1	11.6	5.3	19.1	8.9	4.8	18.4	10.3	5.2	14.3	7.1	5.1
Median of Typical Salary	15.2	11.0	6.0	14.4	9.6	4.5	18.7	10.0	6.0	15.0	8.6	4.5	15.8	9.6	4.0	13.2	6.8	5.2
Range of Typical Salary (min-max of typical salary)	9 - 27	9.6 - 19	3 - 8	9.5 - 27	5 - 7.5	2.2 - 17.5	9.7 - 27	9 - 17.5	1.3 - 8	13.9 - 27	4.3 - 17.5	2.5 - 6.9	12 - 27	5.4 - 18.5	3.4 - 8.5	5.6 - 25	3.4 - 10	4 - 6
Salary Band (median of min-median of max)	 Available only in the participant report																	
Mode of Typical salary																		

All salary values in INR Lakhs per annum


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All salary values unless otherwise specified are in INR Lakhs.

Operating model: Digital-first

Programs delivered online/phone (platforms, apps, tele-services) with no on-ground delivery

Total number of organizations in category: 9

	CEO/ED/ Founder	CXO/Director/ Dept Head	Tenured Manager	Early Tenure Manager	Tenured Associate	Early Tenure Associate	Field Associate
No. of salary entries	9	9	7	8	7	7	4
Average of Typical Salary	39.4	25.9	13.0	8.8	6.4	4.9	2.8
Median of Typical Salary	31.0	23.0	12.1	9.1	4.0	5.3	2.8
Range of Typical Salary (min-max of typical salary)	5 - 85	5 - 50	3 - 23	2.7 - 15	0.8 - 19	1.8 - 10	1.5 - 4
Salary Band (median of min-median of max)	 <p>Available only in the participant report</p>						
Mode of Typical salary							

All salary values in INR Lakhs per annum

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All salary values unless otherwise specified are in INR Lakhs.

Operating model: Digital-first

Programs delivered online/phone (platforms, apps, tele-services) with no on-ground delivery

Total number of organizations in category: 9

	MEL Lead/Head	MEL Manager	MEL Associate	Finance Lead/Head	Finance Manager	Finance Associate	Fundraising Lead/Head	Fundraising Manager	Fundraising Associate	HR Lead/Head	HR Manager	HR Associate	Comms Lead/Head	Comms Manager	Comms Associate	IT Support Lead/Head	IT Support Manager	IT Support Associate
No. of salary entries	2	2	2	4	4	7	3	1	1	3	3	3	1	3	3	0	2	1
Average of Typical Salary	26.5	8.6	5.0	33.1	15.8	6.1	17.3	12.0	9.0	19.2	15.8	5.7	16.0	8.4	5.9		10.5	2.2
Median of Typical Salary	26.5	8.6	5.0	32.0	15.0	5.0	16.0	12.0	9.0	19.0	15.5	6.0	16.0	8.4	6.0		10.5	2.2
Range of Typical Salary (min-max of typical salary)	13 - 40	7.4 - 9.7	4 - 6	16 - 52.5	6 - 12	3.1 - 27	12 - 24	12 - 12	9 - 9	16 - 22.5	12 - 20	2.1 - 9	16 - 16	4.9 - 12	2.8 - 9		9 - 12	2.2 - 2.2
Salary Band (median of min-median of max)																		
Mode of Typical salary																		

Available only in the participant report

All salary values in INR Lakhs per annum

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All salary values unless otherwise specified are in INR Lakhs.

Operating model: **Grantmaking/intermediary**

You do not deliver programs directly; you fund/contract partners who do

Total number of organizations in category: **3**

Left blank intentionally for confidentiality:
too few entries for this category.

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Geographical footprint: **Local**

Working in one district / city / town

Total number of organizations in category: **14**

	CEO/ED/ Founder	CXO/Director/ Dept Head	Tenured Manager	Early Tenure Manager	Tenured Associate	Early Tenure Associate	Field Associate
No. of salary entries	12	10	8	11	7	9	10
Average of Typical Salary	10.9	10.8	8.1	5.3	4.3	2.4	2.4
Median of Typical Salary	10.5	10.8	7.6	5.2	4.2	2.3	2.4
Range of Typical Salary (min-max of typical salary)	2 - 21	6.1 - 15	4.5 - 12	1.9 - 9.1	2.6 - 7.8	0.8 - 4	1.1 - 4
Salary Band (median of min-median of max)							
Mode of Typical salary							
Available only in the participant report							

All salary values in INR Lakhs per annum


Disclaimer: All the information is as provided by the survey respondents, with reasonable interpretation.

All salary values unless otherwise specified are in INR Lakhs.

Geographical footprint: **Local**

Working in one district / city / town

Total number of organizations in category: **14**

	MEL Lead/ Head	MEL Manager	MEL Associate	Finance Lead/ Head	Finance Manager	Finance Associate	Fundraising Lead/ Head	Fundraising Manager	Fundraising Associate	HR Lead/ Head	HR Manager	HR Associate	Comms Lead/ Head	Comms Manager	Comms Associate	IT Support Lead/ Head	IT Support Manager	IT Support Associate
No. of salary entries	5	2	3	5	5	8	5	4	7	0	6	4	2	3	3	1	2	1
Average of Typical Salary	8.0	6.9	4.8	9.2	7.0	4.1	11.2	7.6	5.6		7.6	3.3	9.1	6.2	5.0	13.0	5.2	5.5
Median of Typical Salary	8.7	6.9	4.9	9.3	6.6	4.4	10.2	7.7	5.5		7.7	3.3	9.1	6.0	5.4	13.0	5.2	5.5
Range of Typical Salary (min-max of typical salary)	2 - 15	6 - 7.8	3.5 - 6	6.6 - 11.9	6.5 - 5	2.8 - 5	2 - 21	6 - 9	3.6 - 7.8		4.8 - 10.9	2.5 - 4.2	6.2 - 12	4 - 8.7	4.2 - 5.5	13 - 13	5 - 5.4	5.5 - 5.5
Salary Band (median of min-median of max)																		
Mode of Typical salary																		

Available only in the participant report

All salary values in INR Lakhs per annum

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All salary values unless otherwise specified are in INR Lakhs.



Geographical footprint: **Multi-district, single state**

≥2 districts in one state, but <80% of that state

Total number of organizations in category: **13**

	CEO/ED/ Founder	CXO/Director/ Dept Head	Tenured Manager	Early Tenure Manager	Tenured Associate	Early Tenure Associate	Field Associate
No. of salary entries	10	8	9	9	8	9	9
Average of Typical Salary	21.7	15.4	9.5	7.2	4.7	4.0	2.5
Median of Typical Salary	21.3	14.2	10.1	7.8	5.0	4.0	2.2
Range of Typical Salary (min-max of typical salary)	5 - 33.6	5 - 29.2	3 - 13.5	2.7 - 10.9	2.5 - 6	2 - 7.2	0.6 - 5.4
Salary Band (median of min-median of max)	 <p>Available only in the participant report</p>						
Mode of Typical salary							

All salary values in INR Lakhs per annum


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All salary values unless otherwise specified are in INR Lakhs.

Geographical footprint: **Multi-district, single state**

≥2 districts in one state, but <80% of that state

Total number of organizations in category: **14**

	MEL Lead/ Head	MEL Manager	MEL Associate	Finance Lead/ Head	Finance Manager	Finance Associate	Fundraising Lead/ Head	Fundraising Manager	Fundraising Associate	HR Lead/ Head	HR Manager	HR Associate	Comms Lead/ Head	Comms Manager	Comms Associate	IT Support Lead/ Head	IT Support Manager	IT Support Associate
No. of salary entries	2	5	2	3	5	5	1	4	3	2	6	4	1	3	3	3	1	1
Average of Typical Salary	12.5	8.7	3.4	12.4	8.0	3.9	12.0	9.2	4.6	14.0	8.2	3.6	14.4	7.3	3.5	8.1	3.4	4.0
Median of Typical Salary	12.5	8.7	3.4	12.3	8.7	4.1	12.0	7.8	5.4	14.0	8.5	3.2	14.4	7.2	3.4	8.7	3.4	4.0
Range of Typical Salary (min-max of typical salary)	12 - 13	3 - 14	2.7 - 4.1	12 - 13	6 - 10	2.8 - 4.9	12 - 12	7 - 14	1.3 - 7.2	8.1 - 19.9	4.5 - 10.6	3.1 - 4.9	14.4 - 14.4	6 - 8.7	3 - 4.2	5.6 - 10	3.4 - 3.4	4 - 4
Salary Band (median of min-median of max)																		
Mode of Typical salary																		

Available only in the participant report

All salary values in INR Lakhs per annum

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All salary values unless otherwise specified are in INR Lakhs.

Geographical footprint: **Statewide, single state**

≥80% of districts in exactly one state, or state-level mandate


Total number of organizations in category: **1**

Left blank intentionally for confidentiality:
too few entries for this category.

Geographical footprint: Multi-state, district-level only

Work in ≥ 2 states, each $< 80\%$ coverage, no state mandates

Total number of organizations in category: **14**

	CEO/ED/ Founder	CXO/Director/ Dept Head	Tenured Manager	Early Tenure Manager	Tenured Associate	Early Tenure Associate	Field Associate
No. of salary entries	12	12	13	13	11	12	8
Average of Typical Salary	21.7	18.5	10.9	6.7	5.9	4.2	2.5
Median of Typical Salary	23.6	16.5	10.0	7.0	5.5	4.2	2.3
Range of Typical Salary (min-max of typical salary)	5 - 33.8	8.3 - 38	4 - 20	2 - 10.5	3.6 - 8.3	2.5 - 6.5	0.8 - 4
Salary Band (median of min-median of max)							
Mode of Typical salary							
Available only in the participant report							

All salary values in INR Lakhs per annum


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All salary values unless otherwise specified are in INR Lakhs.

Geographical footprint: Multi-state, district-level only

Work in ≥ 2 states, each $< 80\%$ coverage, no state mandates

Total number of organizations in category: **14**

	MEL Lead/ Head	MEL Manager	MEL Associate	Finance Lead/ Head	Finance Manager	Finance Associate	Fundraising Lead/ Head	Fundraising Manager	Fundraising Associate	HR Lead/ Head	HR Manager	HR Associate	Comms Lead/ Head	Comms Manager	Comms Associate	IT Support Lead/ Head	IT Support Manager	IT Support Associate
No. of salary entries	7	6	5	5	7	8	8	5	6	6	6	5	5	5	6	3	3	3
Average of Typical Salary	14.8	10.7	5.5	16.6	7.9	4.4	17.1	9.5	5.4	12.4	9.0	5.2	14.3	8.3	4.7	17.8	8.1	4.5
Median of Typical Salary	11.8	9.9	6.0	15.4	7.9	4.5	17.2	9.9	5.7	12.3	8.8	4.5	15.0	8.5	4.5	16.8	8.5	4.5
Range of Typical Salary (min-max of typical salary)	5.5 - 26.2	6.6 - 16.2	3 - 7.5	8.3 - 25	5 - 12	2.2 - 7.5	9.5 - 25	7 - 12	2.1 - 7.5	3.3 - 25	4.5 - 15.5	4 - 7	4.8 - 25	6 - 10	4 - 6	11.5 - 25	5.7 - 10	4 - 4.9
Salary Band (median of min-median of max)																		
Mode of Typical salary																		

Available only in the participant report

All salary values in INR Lakhs per annum


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All salary values unless otherwise specified are in INR Lakhs.

Geographical footprint: **Multi-state, mixed**

Statewide in one state + district-level in at least one other state

Total number of organizations in category: **13**

	CEO/ED/ Founder	CXO/Director/ Dept Head	Tenured Manager	Early Tenure Manager	Tenured Associate	Early Tenure Associate	Field Associate
No. of salary entries	12	12	13	13	13	13	11
Average of Typical Salary	37.8	25.1	13.6	8.3	6.8	4.5	3.1
Median of Typical Salary	34.0	19.9	12.0	7.4	5.5	4.0	3.0
Range of Typical Salary (min-max of typical salary)	16.8 - 85	14.4 - 56.2	9 - 23	6 - 15	4 - 19	2 - 10	1.5 - 4.6
Salary Band (median of min-median of max)							
Mode of Typical salary							
Available only in the participant report							

All salary values in INR Lakhs per annum


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All salary values unless otherwise specified are in INR Lakhs.

Geographical footprint: Multi-state, mixed

Statewide in one state + district-level in at least one other state

Total number of organizations in category: **13**

	MEL Lead/ Head	MEL Manager	MEL Associate	Finance Lead/ Head	Finance Manager	Finance Associate	Fundraising Lead/ Head	Fundraising Manager	Fundraising Associate	HR Lead/ Head	HR Manager	HR Associate	Comms Lead/ Head	Comms Manager	Comms Associate	IT Support Lead/ Head	IT Support Manager	IT Support Associate
No. of salary entries	10	10	8	8	10	12	7	11	8	9	10	9	6	8	10	4	6	5
Average of Typical Salary	21.1	9.9	5.4	24.5	13.1	6.0	20.9	13.2	6.0	19.8	10.8	5.5	19.7	9.3	5.8	17.5	9.9	5.9
Median of Typical Salary	20.5	9.6	5.1	24.8	11.5	5.0	24.5	12.0	5.3	19.0	10.8	5.0	20.3	9.0	5.7	16.2	9.5	5.0
Range of Typical Salary (min-max of typical salary)	9.4 - 40	6 - 13	4 - 8	10 - 45	6 - 27	2.5 - 12	7.7 - 29.2	4 - 25.9	2.4 - 11.9	9.4 - 32.4	6 - 20	2 - 9.6	11 - 25.9	6.5 - 12	4.5 - 8	15 - 22.7	7.5 - 13	3.5 - 10.8
Salary Band (median of min-median of max)																		
Mode of Typical salary																		

Available only in the participant report

All salary values in INR Lakhs per annum


Disclaimer: All the information is as provided by the survey respondents, with reasonable interpretation.

All salary values unless otherwise specified are in INR Lakhs.

Geographical footprint: **Multi-state, statewide**

Statewide in ≥2 states

Total number of organizations in category: **16**

	CEO/ED/ Founder	CXO/Director/ Dept Head	Tenured Manager	Early Tenure Manager	Tenured Associate	Early Tenure Associate	Field Associate
No. of salary entries	12	13	14	13	14	14	11
Average of Typical Salary	29.8	24.8	14.8	8.6	6.0	4.2	2.8
Median of Typical Salary	26.5	25.7	13.2	7.8	5.0	3.9	2.8
Range of Typical Salary (min-max of typical salary)	3.5 - 65	14 - 55	10 - 27.3	4.4 - 13	2.8 - 12	1.5 - 7	1.6 - 3.6
Salary Band (median of min-median of max)							
Mode of Typical salary							
Available only in the participant report							

All salary values in INR Lakhs per annum

Disclaimer: All the information is as provided by the survey respondents, with reasonable interpretation.


All salary values unless otherwise specified are in INR Lakhs.



Geographical footprint: Multi-state, statewide

Statewide in ≥2 states

Total number of organizations in category: **16**

	MEL Lead/ Head	MEL Manager	MEL Associate	Finance Lead/ Head	Finance Manager	Finance Associate	Fundraising Lead/ Head	Fundraising Manager	Fundraising Associate	HR Lead/ Head	HR Manager	HR Associate	Comms Lead/ Head	Comms Manager	Comms Associate	IT Support Lead/ Head	IT Support Manager	IT Support Associate
No. of salary entries	12	10	8	12	10	12	11	8	5	12	8	10	10	11	9	8	5	7
Average of Typical Salary	20.0	10.2	6.3	20.3	10.1	5.0	17.7	10.6	6.4	19.0	10.6	6.1	18.9	7.9	5.0	23.8	12.5	4.3
Median of Typical Salary	18.8	8.8	5.8	17.8	9.4	4.8	18.0	9.6	6.0	15.2	10.3	5.3	15.3	8.5	5.0	24.8	9.6	4.5
Range of Typical Salary (min-max of typical salary)	10 - 40	5.6 - 18	2.4 - 12	10.7 - 44.5	5 - 21	2.5 - 9	10.4 - 30	5 - 18	2.5 - 10	8.6 - 40	3.7 - 22	2.1 - 12	9.8 - 40	2.5 - 16	2.4 - 9	12 - 36	6.8 - 25	1.8 - 7
Salary Band (median of min-median of max)																		
Mode of Typical salary																		
Available only in the participant report																		

All salary values in INR Lakhs per annum


Disclaimer: All the information is as provided by the survey respondents, with reasonable interpretation.

All salary values unless otherwise specified are in INR Lakhs.

Geographical footprint: **National**

≥80% of states/UTs, or national-level mandate

Total number of organizations in category: **17**

	CEO/ED/ Founder	CXO/Director/ Dept Head	Tenured Manager	Early Tenure Manager	Tenured Associate	Early Tenure Associate	Field Associate
No. of salary entries	16	15	15	15	14	14	4
Average of Typical Salary	50.9	33.8	15.0	9.1	6.0	4.8	4.4
Median of Typical Salary	47.5	30.0	16.0	8.3	7.4	5.3	4.3
Range of Typical Salary (min-max of typical salary)	3 - 110	3 - 84	3 - 25	1.5 - 17.5	0.8 - 9.5	0.5 - 7.3	4 - 4.9
Salary Band (median of min-median of max)							
Mode of Typical salary							
Available only in the participant report							

All salary values in INR Lakhs per annum


Disclaimer: All the information is as provided by the survey respondents, with reasonable interpretation.

All salary values unless otherwise specified are in INR Lakhs.

Geographical footprint: National

≥80% of states/UTs, or national-level mandate

Total number of organizations in category: **17**

	MEL Lead/ Head	MEL Manager	MEL Associate	Finance Lead/ Head	Finance Manager	Finance Associate	Fundraising Lead/ Head	Fundraising Manager	Fundraising Associate	HR Lead/ Head	HR Manager	HR Associate	Comms Lead/ Head	Comms Manager	Comms Associate	IT Support Lead/ Head	IT Support Manager	IT Support Associate
No. of salary entries	4	6	5	8	13	14	9	10	8	7	9	10	5	9	8	2	5	4
Average of Typical Salary	32.0	12.4	6.5	29.1	13.5	5.4	30.6	15.0	7.4	18.3	12.4	5.7	21.2	13.2	6.8	22.1	10.9	3.8
Median of Typical Salary	30.3	12.5	5.1	28.5	12.0	5.4	29.2	17.0	7.5	19.0	12.0	5.5	26.2	12.0	7.3	22.1	12.0	3.9
Range of Typical Salary (min-max of typical salary)	26.5 - 41	7 - 19	3.7 - 10.8	11.8 - 52.5	6 - 24	2.9 - 9	16 - 50	7.9 - 20.9	5 - 11	8 - 27	5.4 - 20	2.9 - 9	7.9 - 29	7.9 - 19	3.8 - 9	21.6 - 22.5	6.1 - 18	3 - 4.4
Salary Band (median of min-median of max)																		
Mode of Typical salary																		

Available only in the participant report

All salary values in INR Lakhs per annum

Disclaimer: All the information is as provided by the survey respondents, with reasonable interpretation.

All salary values unless otherwise specified are in INR Lakhs.

Geographical footprint: **International**

Operations in ≥ 1 other countries

Total number of organizations in category: **2**

Left blank intentionally for confidentiality:
too few entries for this category.

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- Read first: understanding the benchmarks
- By organization annual budget size
- By operating model
- By scale of operations

• **Where the benchmarks fall short**

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Broader Insights and Reflections for the Sector

Before you Close the Report...

Where benchmarks fall short: **Capturing the richness and diversity of the sector**

While the tables above form a reasonably coherent picture, a lot of nuance gets lost when we translate messy realities into neat categories. To capture a fuller picture, here are some of the lived realities I came across:

Lived realities of the sector that I came across

An organization’s “salary signature” often follows funding realities more than HR policy.

There were a few cases of organizations going through a funding crunch, where **the leadership team was either working at a reduced salary**, or with no salary at all. In other cases, as support teams get built, there were instances of **part-time / consultant roles** in finance, communications, etc. What’s worth noting is that these are not confined to small NGOs; versions of these stories play out even for multi-crore NGOs.

Yet, sudden funding infusions have their implications as well.

For instance, a long-standing organisation recently received a large infusion of funds, moving it into a very different budget stratum. Over the last year, they have been adjusting to this new reality and using funds to attract talent at a different price range. The result was an **uneven salary distribution**: some team members with 10+ years of experience were on markedly lower salaries than newcomers. Benchmarks don’t capture such internal distortions during these transition moments well, but they are worth noting.

Running a non-profit doesn’t always mean running a payroll.

In a few cases, there are participating **organisations that are run entirely pro-bono**, with no one drawing pay. Even in a more ‘typical’ case, several organisations describe an **implicit “extended” leadership layer** – people who provide guidance and capacity without being salaried, full-time, or operational day-to-day (e.g., advisors, trustees, volunteer directors).

This sample of ~90 organizations is meaningful, but it is still a particular slice of the sector.

It likely reflects **organisations that are more formalised and able to engage with a structured, digital survey** administered in English. In fact, there were five organizations that responded to the survey but couldn’t interpret the survey requirements correctly, and their entries could not be used. There is clearly a wider ecosystem of non-profits, especially smaller, newer, and non-metro organisations, that this process could not adequately reach.

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- Benchmarks of compensation practices

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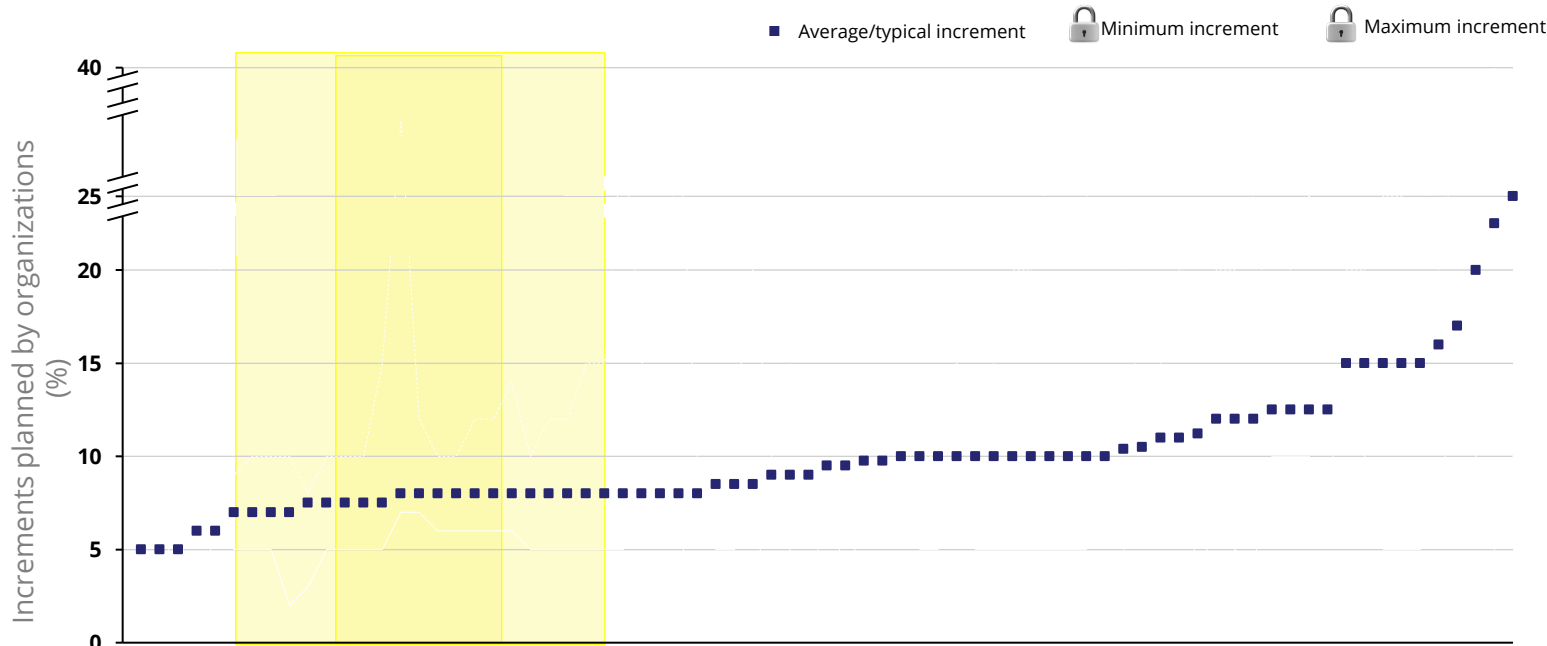
Broader Insights and Reflections for the Sector

Before you Close the Report...

Increment amounts: Increments for the year are largely centred around 7-10%

Increment ranges planned / provided for 2025-2026

Min, average and max increments indicated by participants, n = 75



Note: Each dot above is an organisation

	Min increment (%)	Typical increment (%)	Max increment (%)
Median	5	9.5	15
Mode	5	8	10
Average	6.01	10.07	17.06

Key highlights

- **Typical increments cluster tightly around 7-10%** (median 9%; most common single point (mode) 8%).
- **Minimum increments are relatively conservative**, with many organisations setting a ~5-6% “floor” even when typical increments are higher.
- **Most of the variation is in the maximum increments** : while many cap at ~12-20%, a smaller set allows 30%+ for exceptional cases. (Many of these may be promotion-related.)

Available only in the participant report

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Increments planned: **What respondents describe (1/2)**

Synthesis of insights

Selected quotes

- ① **“Base increment” for most staff + performance differentiation on top**
 Many organisations apply a standard annual uplift for those meeting expectations, then add extra % for high performers and reduce/zero out increments for underperformance.
- ② **Typical increments cluster in mid single-digits to low teens; bigger jumps are “exceptions”**
 Most responses reference ~5–10% as the typical annual range; 10–14% is usually reserved for top performance bands; 20–25% is framed as correction/promotion/catch-up.
- ③ **Differentiation by level: junior roles get higher % than senior roles**
 A common design choice is higher % increments for lower grades (to keep junior pay competitive) and lower % increments for senior grades, even for the same rating.
- ④ **Structured performance rubrics are emerging (ratings/KRAs + slabs, sometimes compa-ratio)**
 Several organisations describe clear matrices linking performance/KRA achievement to a % range, sometimes also referencing salary slabs/compa-ratio to guide “fair and defensible” decisions.



Available only in the participant report



Increments planned: **What respondents describe (2/2)**

Synthesis of insights

Selected quotes

5 Promotions and role changes are treated separately from annual increments

Annual increments are one layer; promotion-linked increases and role expansion often trigger additional step-ups (often materially larger than annual increments).

6 Organisations use bonuses to reward high performers without raising fixed pay

A recurring approach is to keep increments moderate and use annual performance bonus / ex-gratia / token awards for exceptional performance.

7 Cost-of-living and external benchmarking influence planning (fairness narrative)

Some responses explicitly cite inflation, minimum wage, salary surveys, benchmarking, salary corrections, and transitions as planning inputs—suggesting more formalised pay governance.

8 Timing: annual cycles dominate (often April effective), but some are irregular

Most are anchored to annual appraisal cycles (frequently Apr–Mar, effective 1 April), though a few note twice-a-year changes or infrequent inflation adjustments.



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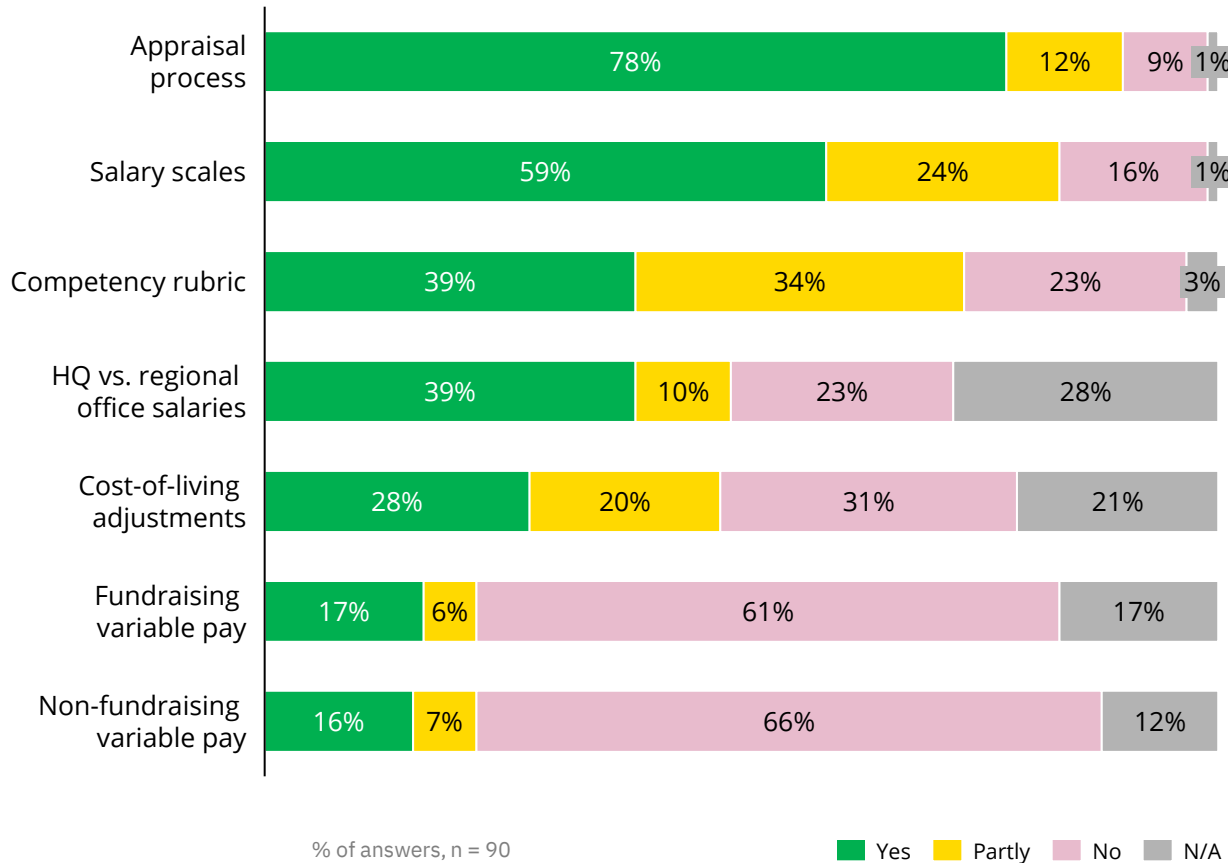
Benefits Benchmarks

Broader Insights and Reflections for the Sector

Before you Close the Report...

Prevalence of compensation-related policies and practices

Responses of organization across practices



Synthesis of insights

Appraisals are mostly structured annual/bi-annual cycles, but how strongly they drive increments and bonuses varies by funding headroom and org philosophy.

Role-based salary bands are common and often benchmarked (e.g. with Raahi), but many NGOs treat them as flexible guardrails given hiring realities and tight budgets.

Competency frameworks are emerging but still work-in-progress in many NGOs; KRAs, outputs and values often carry more weight than formal rubrics in decisions.

Multi-location NGOs increasingly aim for “same pay for same role” across locations, with only selective uplifts driven by grants or big cost-of-living gaps.

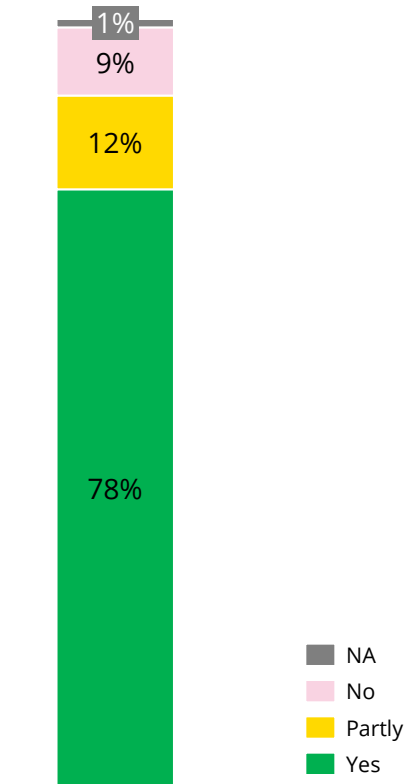
Explicit CoL allowances are uncommon; most organisations handle location differences implicitly via starting salaries or standard 8–10% annual increases.

For fundraising roles, NGOs show clear caution on commission-style pay: fixed salaries dominate, with small, target-linked variable pay mostly at senior levels.

Beyond fundraising, variable pay is rare and usually limited to modest performance-linked elements for senior leaders, or for rare skillsets (programmatic IT) where market rates are much higher than other roles.

Appraisal process

Does your org have a structured appraisal process, linked to salary changes?



Number of responses = 90

Overall pattern

Appraisal systems have largely moved from ad-hoc conversations to formal cycles, but their *purpose* still varies.

Many NGOs now run annual or bi-annual KRA-based reviews; some use them to drive differentiated increments and bonuses, while others intentionally keep them developmental, with funding volatility often deciding whether ratings actually translate into pay changes.

Detailed insights and quotes



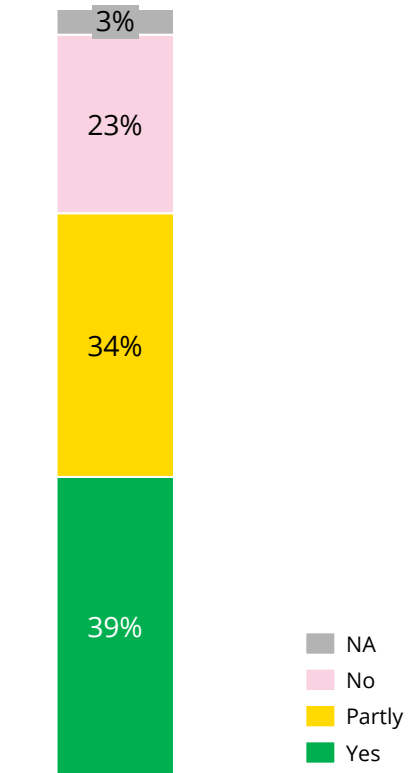
Available only in the participant report

Disclaimer: All the information is as provided by the survey respondents, with reasonable interpretation.

All salary values unless otherwise specified are in INR Lakhs.

Salary scales

Does your organization have clear, documented salary scales?



Number of responses = 90

Overall pattern

Most NGOs now anchor pay in role-based salary bands, often informed by Raahi and peer benchmarks, but treat them as guardrails rather than hard rules.

In practice, hiring realities, budget constraints and occasional market corrections mean scales are as much a tool for internal equity as they are an ideal that organisations sometimes can't fully afford to follow.

Detailed insights and quotes



Available only in the participant report

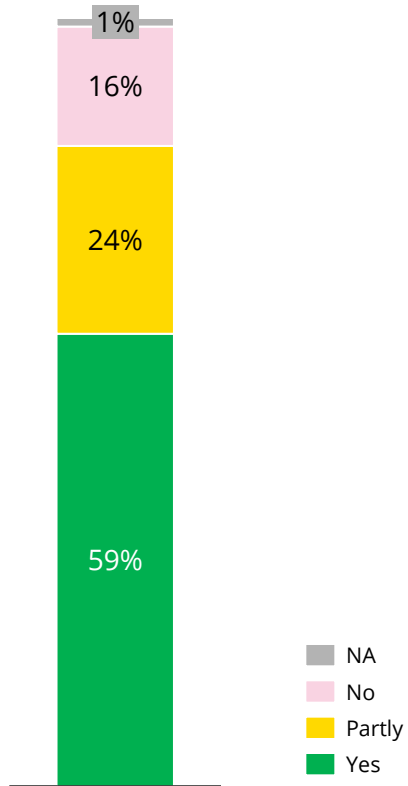
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Competency rubric

Does your organization have a competency rubric for evaluations, used consistently?



Number of responses = 90

Overall pattern

Competency frameworks are the newest layer in compensation design: many organisations have drafted rubrics, but far fewer use them consistently.

Where they are live, they mainly clarify expectations and growth pathways; for a sizeable share of NGOs, KRAs, outputs and values still carry more weight than competencies in shaping reviews and pay.

Detailed insights and quotes



Available only in the participant report

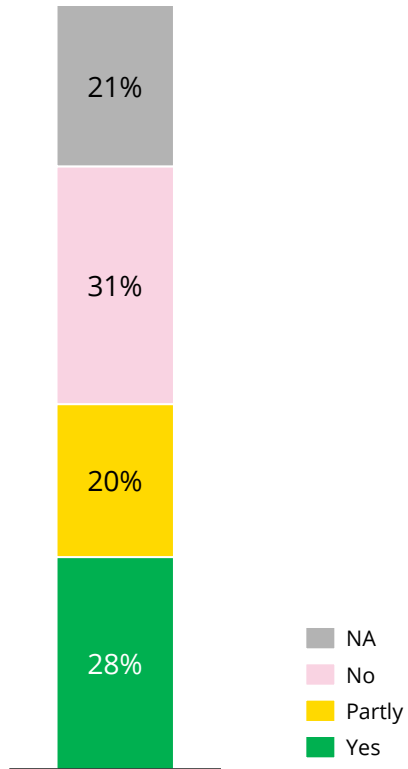
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HQ vs. Regional Salary difference

Does everyone in the same role get the same salary, across Head Office and Regional/Field offices?



Number of responses = 90

Overall pattern

Among multi-location NGOs, the aspiration is broadly “same pay for the same role” across locations, with common bands used for HQ and field roles.

Where pay does differ, it is usually driven by grant budgets or big cost-of-living gaps between metros and smaller towns, creating a patchwork of parity plus selective uplifts rather than a fully location-neutral system.

Detailed insights and quotes



Available only in the participant report

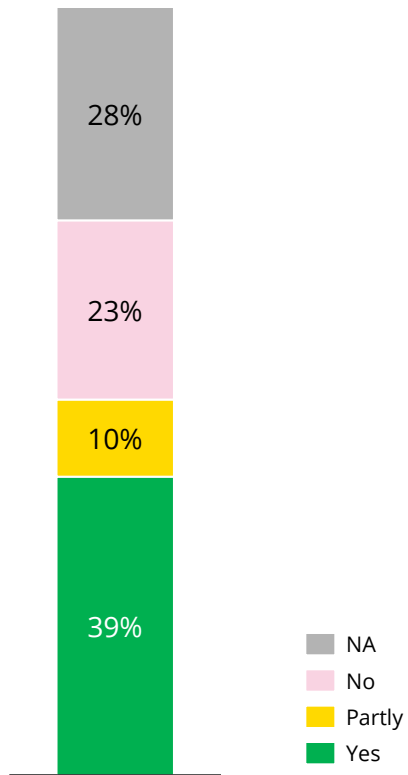
Disclaimer: All the information is as provided by the survey respondents, with reasonable interpretation.

All salary values unless otherwise specified are in INR Lakhs.



Cost-of-living adjustments

Are there cost-of-living adjustments factored into salary setting for different locations?



Number of responses = 90

Overall pattern

Cost-of-living is more often handled implicitly than through formal COLA tools.

A minority use structured location tiers or explicit CoL factors; many simply set higher starting salaries for expensive cities or give standard 8–10% “inflation” increments, while a large group have not yet done a systematic CoL exercise at all.

Detailed insights and quotes



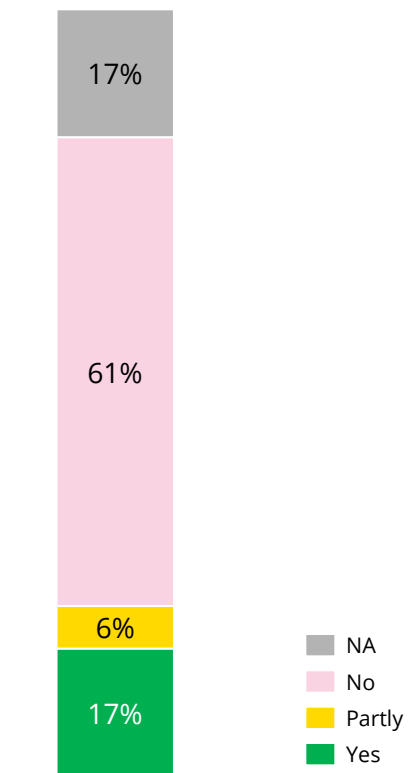
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All salary values unless otherwise specified are in INR Lakhs.

Fundraising roles' variable pay

Do you have variable pay for fundraising roles?



Number of responses = 90

Overall pattern

There is clear sectoral caution about commission-like fundraising models: fixed, benchmarked salaries remain the norm.

Where variable pay exists, it is usually a small, target-linked component and concentrated at CEO or senior fundraising levels, signalling a preference for stable, values-aligned fundraising over aggressive individual incentives.

Detailed insights and quotes



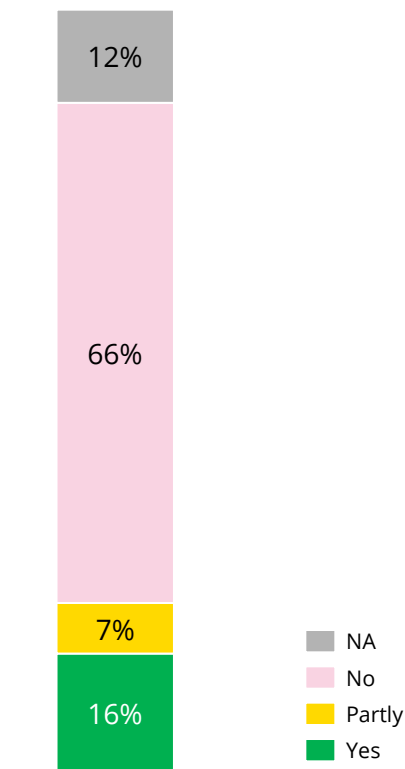
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Non-fundraising roles' variable pay

Do you have variable pay for other roles (NOT fundraising)? E.g. performance-based incentives



Number of responses = 90

Overall pattern

Outside fundraising, variable pay is even rarer: most NGOs favour predictable fixed salaries in a project-funded context.

When used, it is a narrow tool (typically 10–20% variable pay for senior leaders or scarce skills (like tech) or small merit bonuses) rather than a broad performance-pay culture for programme and support staff.

Detailed insights and quotes



Available only in the participant report

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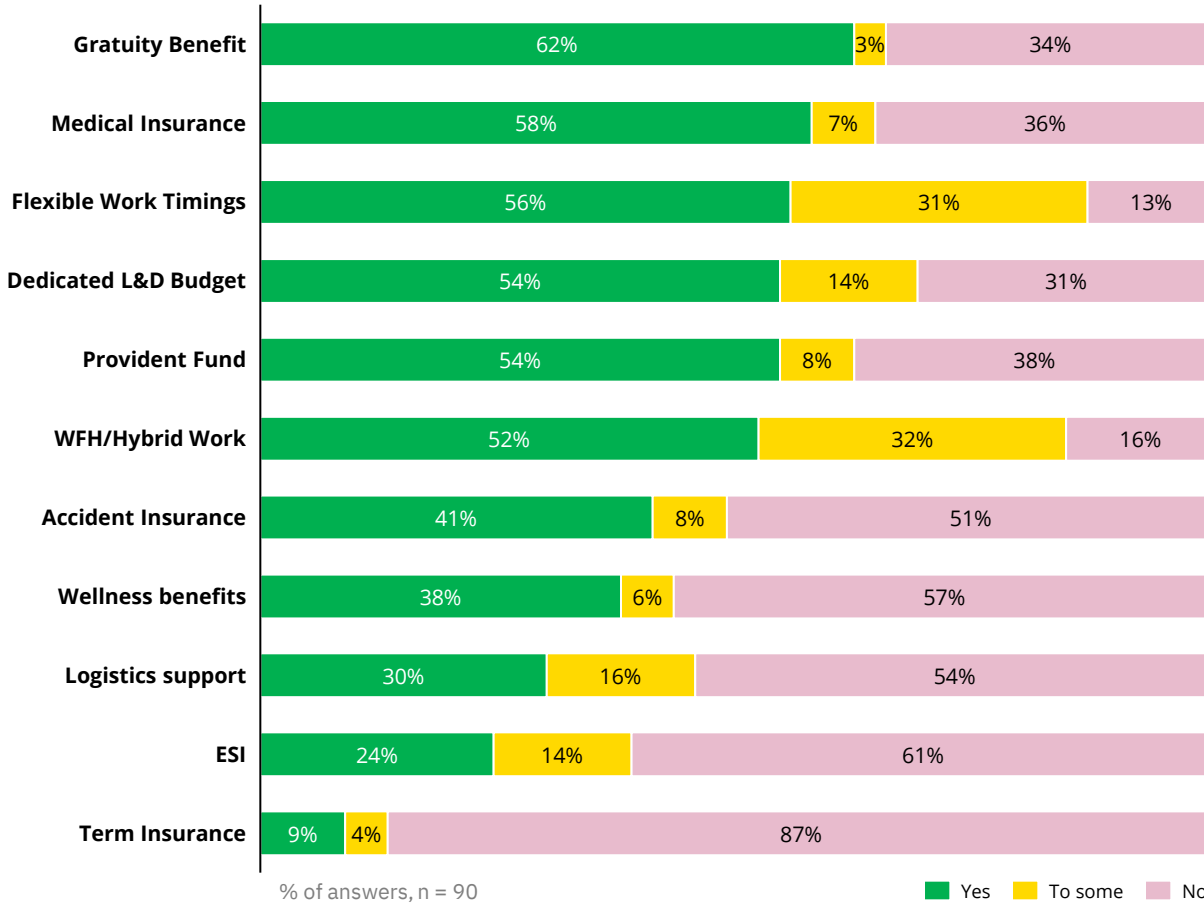
- **Employee benefits benchmarks**
- Leave policy benchmarks

Broader Insights and Reflections for the Sector

Before you Close the Report...

An overview of the benefits declared by the participants

Responses of organization across common benefits



Synthesis of insights

Mostly treated as statutory compliance: available to eligible long-tenure staff.

Health cover is fast becoming the default, typically group policies for employee + family, with smaller NGOs relying on modest allowances instead.

“Flex” usually means flexible start/end around fixed core hours, with greater freedom for HQ staff than for field teams.

L&D budgets often earmarked, as budget percentage (1-2%) or per-person amounts (Rs. 10-25k); the actual use is need- and opportunity-based.

PF is offered where applicable, but most NGOs cap employer contributions at ₹1,800 and often allow staff to opt out for higher take-home pay.

WFH / hybrid is widely used for central and non-field roles, while beneficiary-facing roles stay largely on-ground with only situational flexibility.

Accident cover is mostly a field-safety tool, concentrated in organisations with high travel risk and with widely varying sums insured (Rs. 1.5-10 Lakhs).

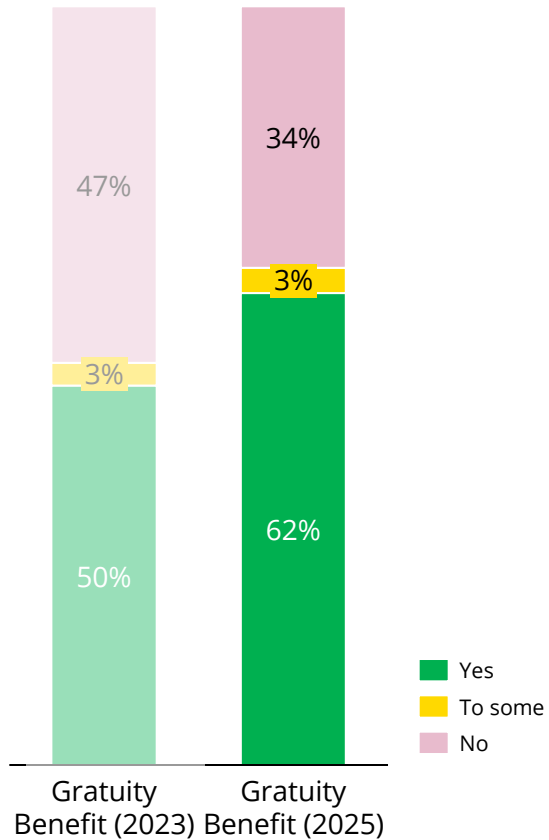
Wellness is in an early, uneven phase: mental-health support is the most common feature; some give small financial support.

Work travel reimbursement is standard; a subset add deeper support like housing, relocation or city allowances for tougher locations.

ESI is largely a threshold formality, as most staff earn above the slab; NGOs lean instead on higher pay and private medical insurance.

Life insurance is the least developed benefit. It is rarely offered, but where present it tends to be sizeable cover for core full-time staff.

Gratuity benefit



Number of responses for 2025 survey = 90
 Number of responses for 2023 survey = 100

Overall pattern

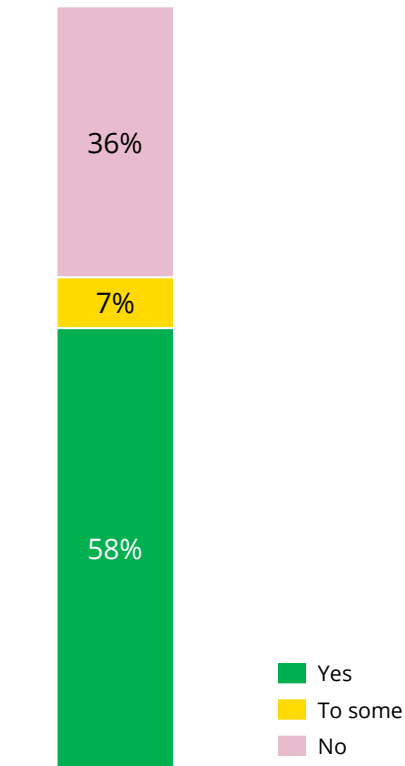
Gratuity is largely treated as a statutory obligation, with most organisations positioning it over-and-above the overall salary.

Most NGOs that are large enough comply with the Payment of Gratuity Act; the provision provided is aligned to the law. While multiple folks mention it is over and above salary/CTC, one mentioned it is accounted for within the salary.

Detailed insights and quotes

Available only in the participant report

Medical insurance



Number of responses = 90

Overall pattern

Health insurance is relatively common, typically in the ₹2-5 lakh range with dependents included, but coverage is not universal and design depends on the organizations.

Many NGOs now offer group medical policies for staff and immediate family; others provide small allowances or reimbursements for employees to buy their own cover. Access often varies by role and employment type.

Detailed insights and quotes

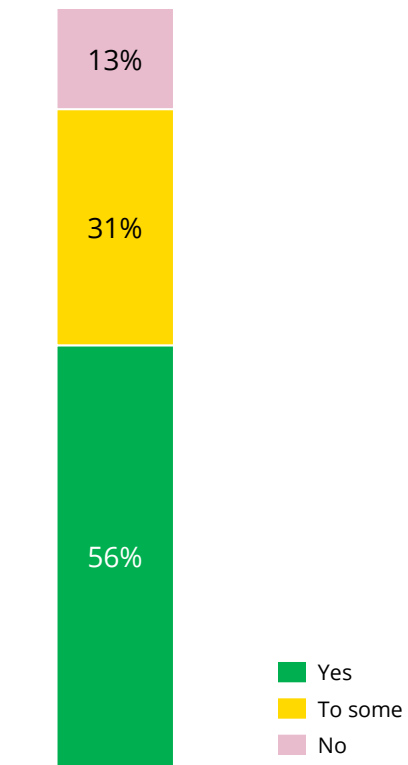


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Flexible Work Timings



Number of responses = 90

Overall pattern

Flexibility is fairly widespread, usually anchored around core office hours and shaped by role.

A majority of organisations report offering flexible work timings, often through flexible start–end times or shifts around a standard day. A smaller set are experimenting with outcome-based models (no in–out monitoring), while flexibility for field staff tends to be more constrained – usually mediated by managers.

Detailed insights and quotes

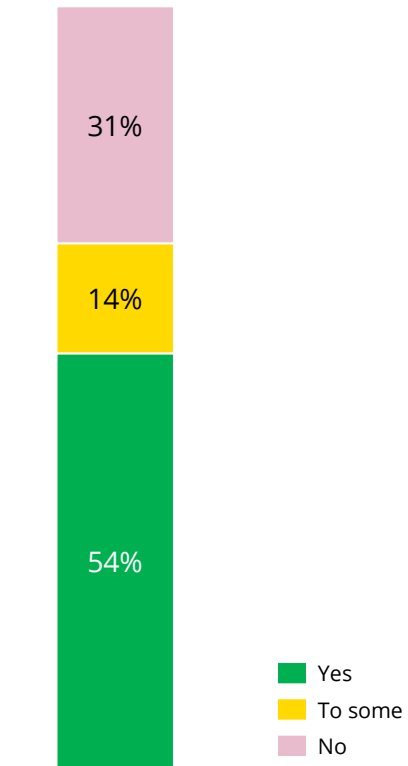


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Dedicated L&D Budget



Number of responses = 90

Overall pattern

Most organisations say they have some L&D budget, but structures vary from small per-person amounts to organisation-wide pools.

Around half report a dedicated budget; others operate on a need- and opportunity-based model or are still “in the making”. Per-employee allocations tend to be modest, and project / donor design often shapes what is possible.

Detailed insights and quotes

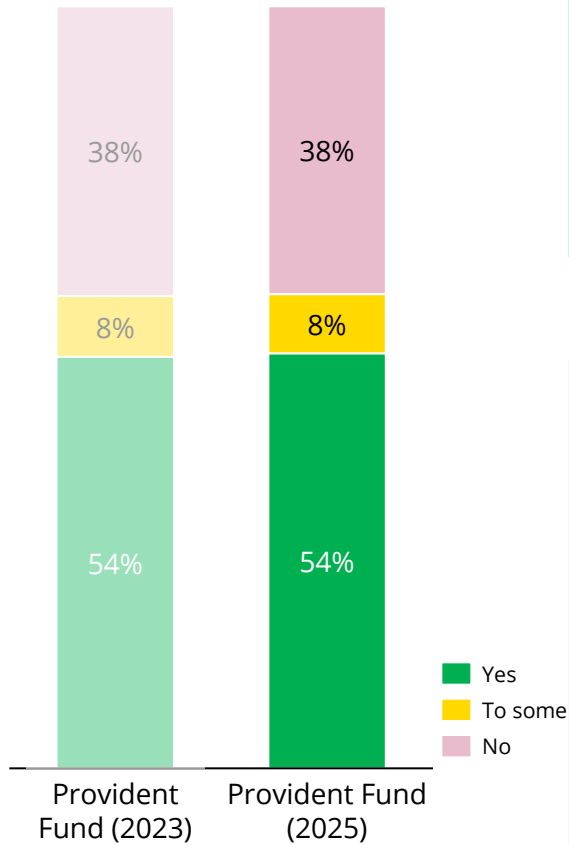


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Provident Fund



Number of responses for 2025 survey = 90
 Number of responses for 2023 survey = 100

Overall pattern

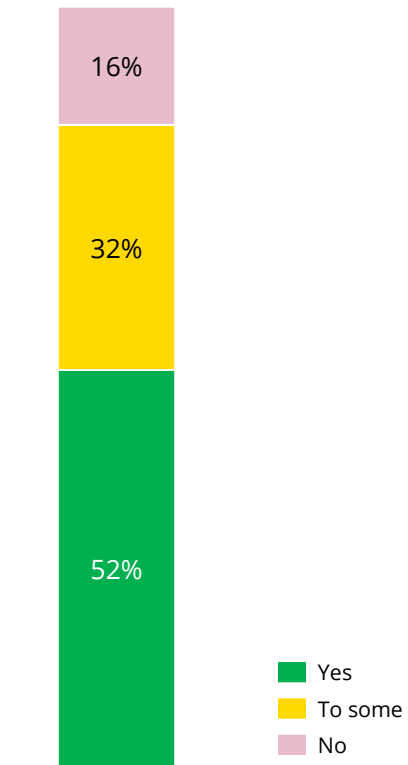
Compliance-oriented provision, with a tilt toward minimum contributions. PF also seems to be falling out of favour with employees.

While PF is broadly available *“if applicable”* and *“as per statutory requirements,”* the dominant practice is to cap employer contributions at ₹1,800, with only a minority opting for full 12% on basic. There are multiple employees opting out / not preferring PF – which has not been seen in previous editions.

Detailed insights and quotes

Available only in the participant report

Work From Home / Hybrid Working



Number of responses = 90

Overall pattern

WFH / hybrid options are widespread but uneven, with strong role- and context-based differentiation.

About half of organisations offer WFH / hybrid to most staff and another third “to some”, but the exact model ranges from fully remote to almost entirely on-ground. Central and non-field teams benefit most, while field staff’s flexibility is usually situational.

Detailed insights and quotes

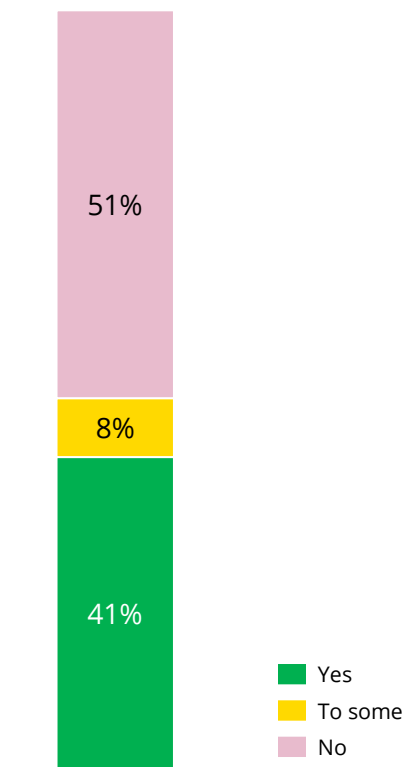


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Accidental insurance



Number of responses = 90

Overall pattern

Accident insurance sits between medical and term cover: more common than life insurance, but far from universal and often targeted to field staff.

Organisations that work in high-mobility or higher-risk contexts are more likely to provide accidental cover, while others either do not offer it or give small allowances for self-purchase.

Detailed insights and quotes

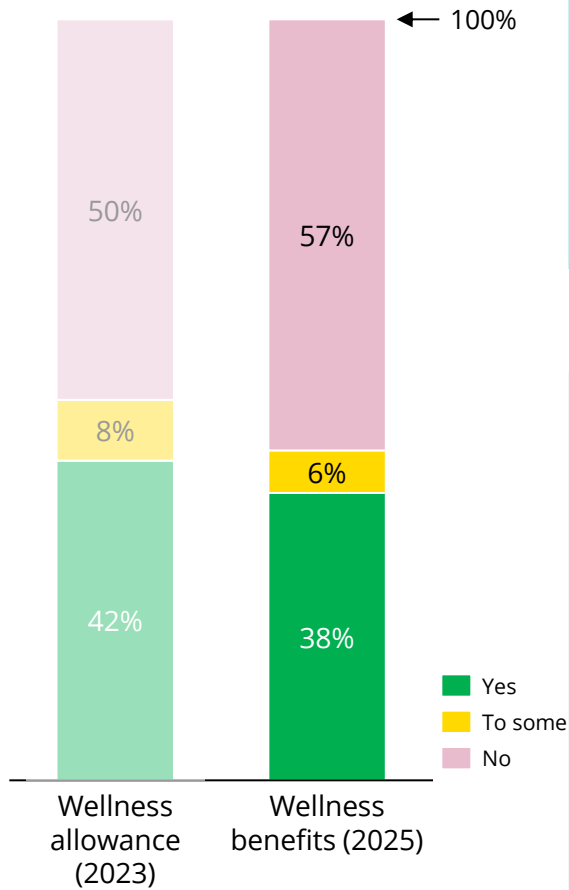


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Wellness benefits



Number of responses for 2025 survey = 90
 Number of responses for 2023 survey = 100

Overall pattern

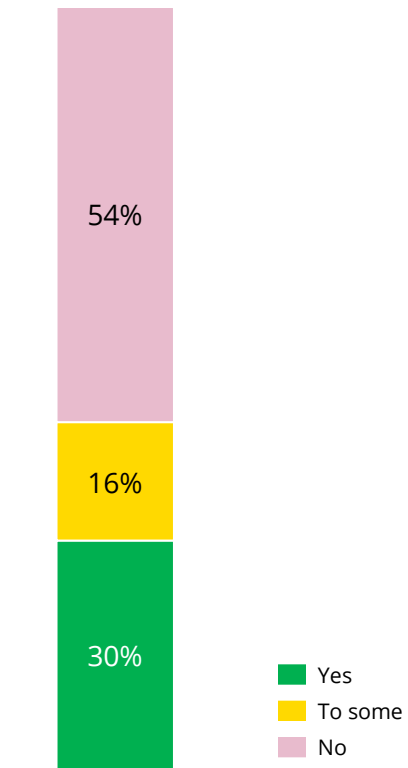
Wellness benefits are still emerging– with, in fact, a slight dip in overall reported prevalence, from the previous (2023) survey statistics. Where present, they are heavily skewed toward mental health support and small allowances.

The dominant pattern is pragmatic, low-friction support: mental health provision (therapy/counselling via reimbursements, EAPs, capped sessions, or app access) is the most consistently mentioned element, sometimes complemented by small cash allowances or welfare funds.

Detailed insights and quotes

Available only in the participant report

Logistics support



Number of responses = 90

Overall pattern

Logistics benefits focus on making field and inter-city work viable—through travel reimbursement, accommodation, relocation and, in some cases, devices and connectivity.

While basic travel reimbursement is common, more structured logistics packages (guest houses, relocation allowances, city allowances) are concentrated among field-heavy organisations and specific locations.

Detailed insights and quotes

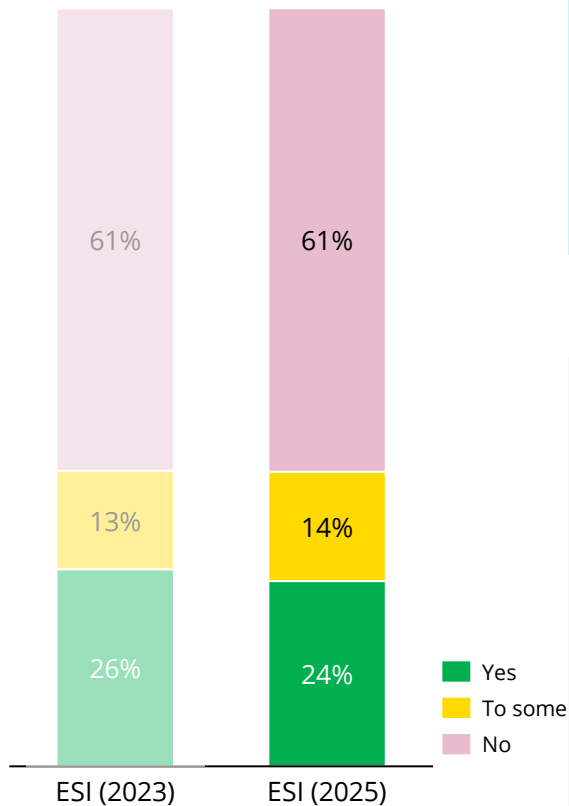


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Employee State Insurance (ESI)



Number of responses for 2025 survey = 90
Number of responses for 2023 survey = 100

Overall pattern

ESI appears infrequently in practice, largely because many NGOs now pay above the eligibility threshold and rely on private insurance instead.

Organisations consistently emphasise legal compliance, but the combination of salary levels and alternative health benefits means ESI is often “not applicable” in day-to-day terms.

Detailed insights and quotes

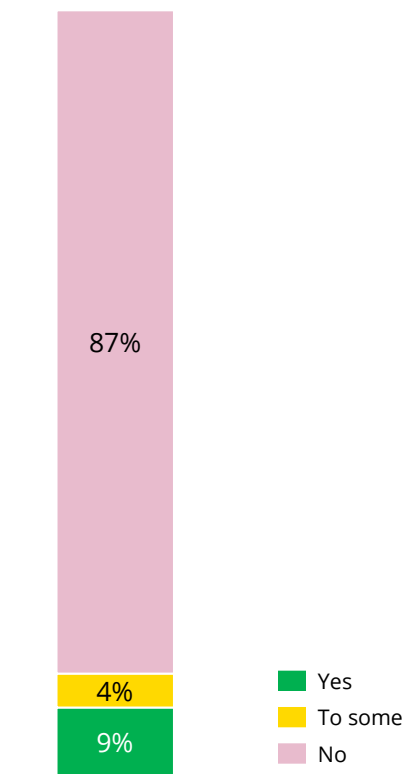


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Term insurance



Number of responses = 90

Overall pattern

Term / life insurance is offered by only a minority of organisations, but where it exists, cover levels are meaningful.

Compared to medical or accident insurance, group term life is very limited. Most NGOs do not yet provide it; those that do tend to link sums assured to multiples of CTC and limit it to core full-time staff.

Detailed insights and quotes



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How to read the Leave section

We look at leave policies through three practical lenses.

Coverage & policy structure

What leave types exist, and how consistently they are offered

- *Leave architecture models seen*
- *Coverage across leave types organizations report*

Quantum and Variability

How many days/weeks are offered—and how dispersed it is across orgs

- *Quantity of core paid time off, statutory/parental leaves and special/situational leaves*
- *Details of specific leave types and innovative practices*

Comp-off and carry forward

Rules that determine whether people can actually use leave easily

- *Rules around comp-off, carry-forward and encashment*

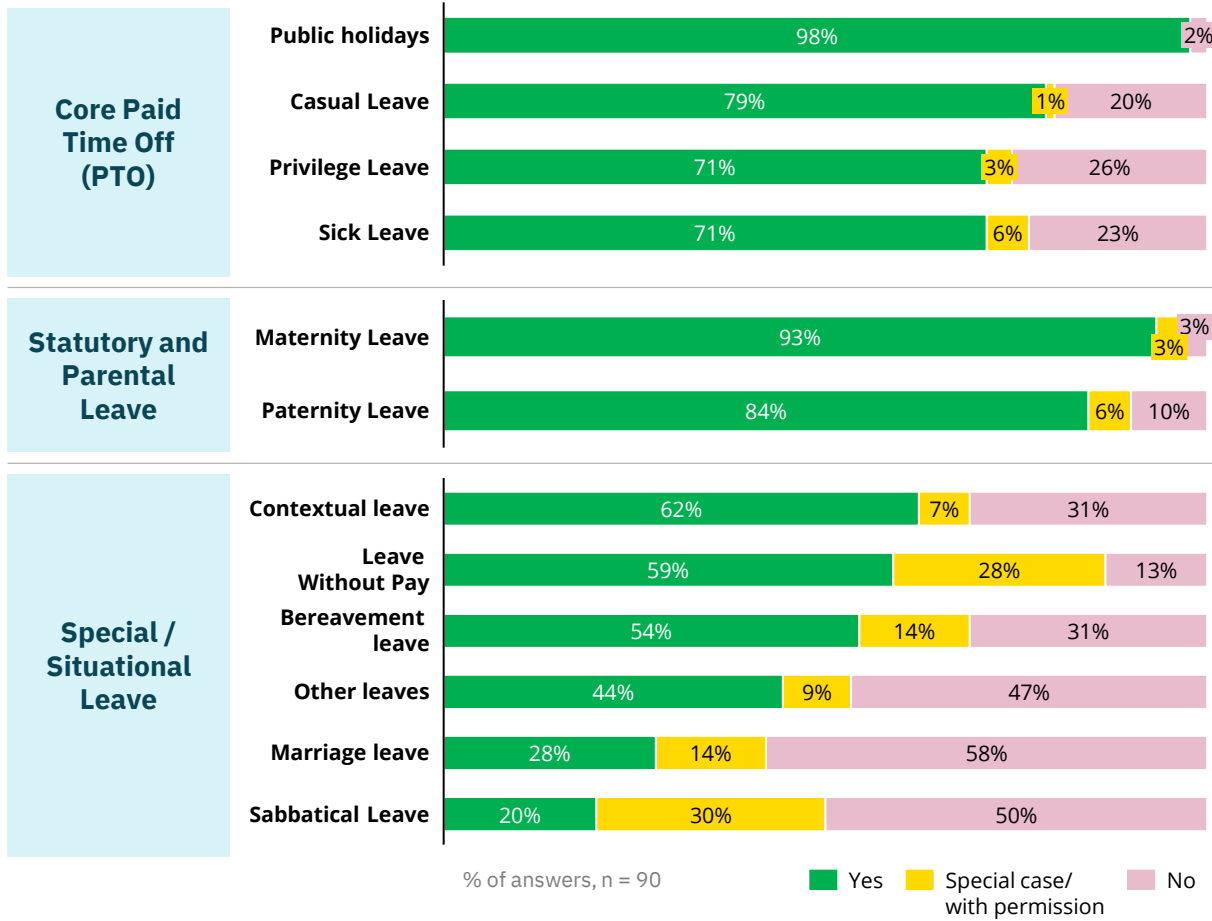


There seem to be three common leave architecture models emerging from the data

	Structured quota-led model	Consolidated / “all-purpose leave” model	Flexible / permissive model
What it is	<p>Organizations define multiple leave categories (e.g. casual, privileged and sick), each with its own entitlement and rules.</p>	<p>The organization provides one combined leave bucket (or a simplified set), instead of splitting leave into 2–4 categories.</p>	<p>Organizations do not set a maximum (“take what you need”) or keep leave formally permissive and rely on approvals/discretion.</p>
Typical governance patterns	<ul style="list-style-type: none"> • Carry-forward + accumulation ceilings are frequently specified and often apply primarily to earned/privilege leave. • Accrual rules or availability timing are sometimes explicit (e.g., annual crediting or policy constraints). • Usage rules can change day-to-day experience even when total days look similar. <i>E.g. “Can take from 0.5 days onwards. Intervening leaves are not counted as leave.”</i> • Some leave types are explicitly non-carry-forward / lapse, which changes how valuable the headline number is. 	<ul style="list-style-type: none"> • These policies often still require carry-forward rules to prevent unlimited accumulation, even if the leave is “one bucket.” • Some specify cycle mechanics (when the bucket resets, how it’s credited). <i>E.g. “During the start of the Leave Cycle we provide 19 days... and 5 days during the last week of May.”</i> 	<ul style="list-style-type: none"> • “Even in ‘flexible’ models, policies sometimes codify a minimum leave expectation. • The ‘policy’ is often a decision protocol (who approves, under what circumstances) rather than a numeric entitlement. • These policies often say leave is “categorized” but avoid putting numbers against each bucket (or treat leave as one bucket).

Coverage is strongest for core leave types; situational leaves are less standardized

Responses of organization across common benefits



Synthesis of insights

Public holidays are near-universal; policies typically combine a fixed core list with a small layer of optional/restricted holidays (often geography-driven).

Casual leave is common, but many organisations don't label it explicitly—it is often merged into a combined/pool leave model.

Privilege/Earned/Vacation leave remains the anchor of annual PTO; where it isn't defined, policies typically shift to a single pooled leave bank.

Sick leave is similarly widespread, but usability varies. It is often combined with casual leave, with longer medical needs handled case-by-case.

Largely treated as statutory baseline compliance; differentiation shows up more in flexibility on return and adjacent policies (e.g., medical extensions).

High coverage but typically shorter and more variable; employee experience depends on timing windows/eligibility rules, not just days offered.

A common mechanism to reflect local festivals/faith calendars—often implemented as floater/optional holidays or folded into public-holiday design.

Acts as a “safety net” when paid leave runs out; usually either automatic once balances are exhausted or approval-led for exceptional cases (wide variation in caps).

About half offer a defined category; others handle it as discretionary leave or under flexible leave, with eligibility often limited to immediate family.

A visible but minority “innovation layer”; examples given cluster around menstrual/wellbeing leave, downtime/recharge, learning/volunteering, and trauma support.

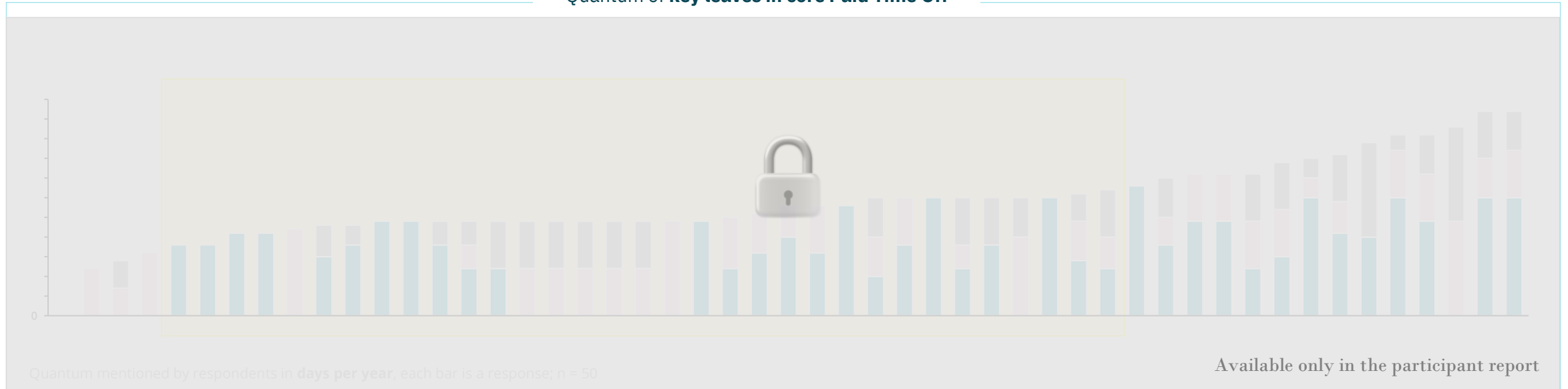
Rare as a formal entitlement; most organisations expect staff to use PL/other leave, with occasional discretionary approvals (or non-leave benefits).

Least standardised: more often tenure-linked or special approval-based than codified, and typically framed as a long-break exception (often unpaid).



Core Paid Time Off: Key leave types

Quantum of key leaves in core Paid Time Off



Core annual paid leave (Privilege/Earned/Vacation / General bucket)

- A common cluster is **~18-24 days** of annual leave in many quota-led organizations (and also in consolidated models).
- Another visible cluster is **~28-32 days**, often described as yearly leave or a planned/festival leave structure (e.g., "2 per month").
- Some organizations sit lower (e.g., **~10-16 days**), sometimes accompanied by compensating features (carry-forward/ encashment/holidays/comp-offs).
- A subset operate **flexible/no-cap** models (often phrased as "no quota / whatever they need" or indicated via "365").

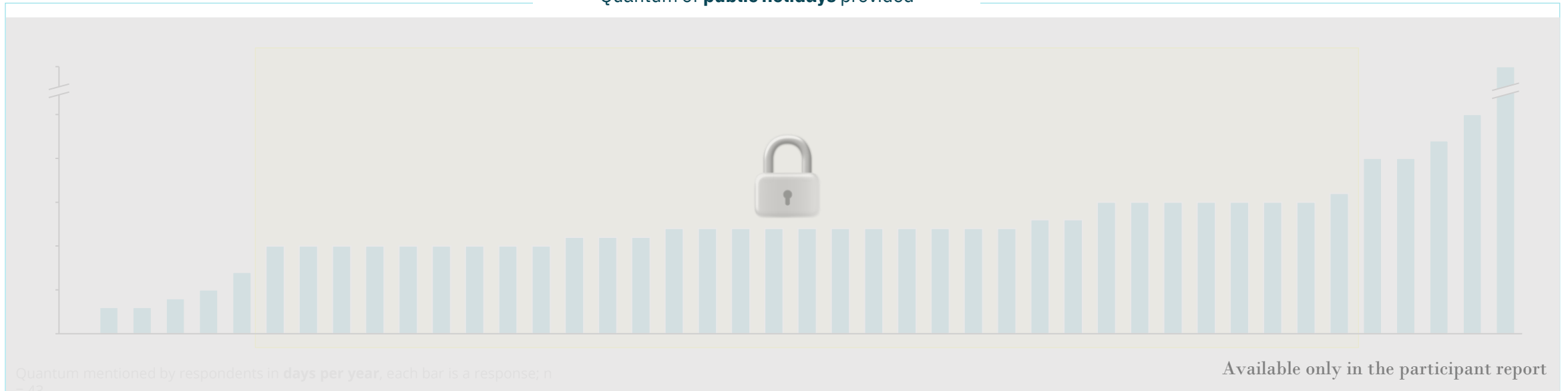
Casual + sick leave (when they are separated vs combined)

- Many orgs do not separate casual and sick leave; they explicitly combine them (e.g., "casual and sick combined" or "all-purpose leaves inclusive of sick/casual").
- Where separated, casual leave often appears in the **~5-12 day** range.
- Sick leave (where separated) commonly appears around **~5-12 days**, sometimes with medical/emergency extensions handled case-by-case.



Core Paid Time Off: **Public Holidays**

Quantum of **public holidays** provided



Public holidays + optional/floater holidays

- Public holidays commonly appear around **~10-15 days** (with several mentions of 10, 11, 12, 13, 14, 15).
- Many orgs add **floaters/optional holidays** (often **~1-3**, sometimes 2-5) to handle local festivals and multi-state operations.
- Several policies explicitly note that **state/region selection** drives the holiday list.

Quotes



Available only in the participant report

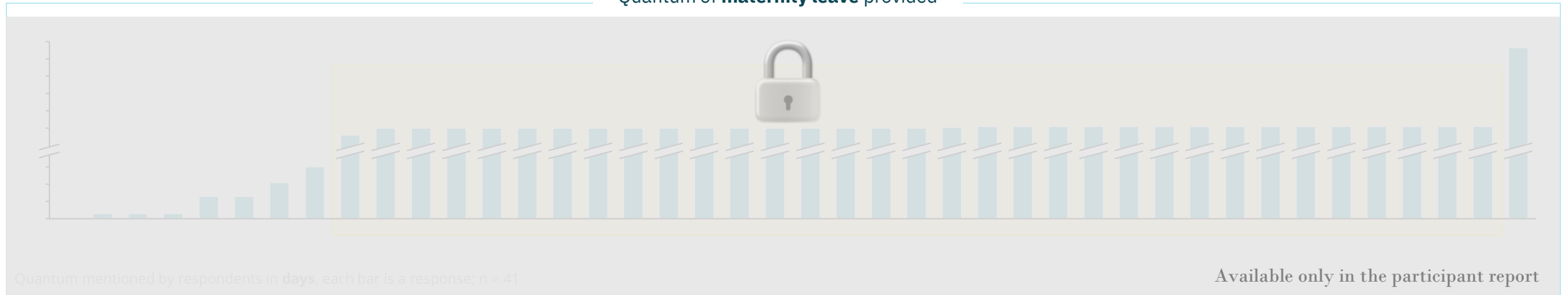
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Statutory and Parental Leave: **Maternity Leave**

Quantum of **maternity leave** provided



Maternity leave is largely standardized (~26 weeks), with differentiation showing up in flexibility and inclusion

- **Strong convergence around the statutory baseline:** Many respondents explicitly reference being “as per law / Act” and report **~180–182 days / ~26 weeks** as their maternity provision.
“As per government approved maternity act.”
- **Differentiation comes from *how* leave can be used**, not just the headline duration:
 - pre- and post-delivery structuring (e.g., time before delivery + after delivery) *“In case of delivery, female staff are entitled to parental leave of 26 weeks post delivery and up to 4 weeks before delivery.”*
 - adoption variants (shorter but clearly defined) *“In case of adoption, female staff are entitled to 13 weeks parental leave post adoption placement and up to 3 weeks for any paperwork...”*
 - extensions “based on circumstances” / case-by-case discretion
- **Some policies embed inclusion** by explicitly covering **adoption** and/or **surrogacy** under a broader “parental leave” framing (rather than treating it as an exception).

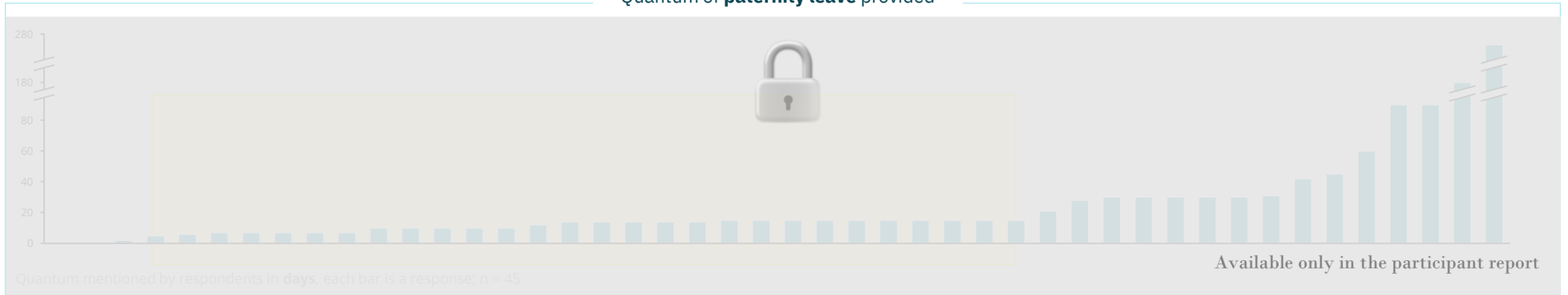
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Statutory and Parental Leave: **Paternity/Partner Leave**

Quantum of **paternity** leave provided



Partner leave ranges from short statutory-style provisions to progressive multi-week models

- **High dispersion in quantum:** Responses range from very short leaves (a few days) to multi-week models; this is the **clearest “progressiveness gradient”** in the dataset.
- **Timing rules materially shape employee experience:** “within X days of birth”, “within 6 months”, “within first year” can make the same quantum feel very different.
 - *“3 days to be availed within 15 days of birth.”*
 - *“Male staff are entitled to parental leave of 4 weeks in case of delivery or adoption. All parental leave should be availed within 6 months of delivery or adoption.”*
 - *“Can be availed in weekly installments in the first year of child’s birth.”*
- **In some organizations, paternity is folded into a broader parental framing** (including adoption), often with explicit usage windows.
- **Eligibility constraints show up** (e.g., linkage to employment type / number of children), even when quantum looks reasonable.
 - *“Paternity leave is offered to full time employees upto 2 children.”*

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Special / Situational leaves: **Contextual Leave and Leave Without Pay (LWP)**

Synthesised understanding

Contextual leave

A small pool of **flexible leave days** that employees can use for **region-specific festivals, faith observances, or local calendars** that aren't covered by the organisation's fixed public-holiday list (sometimes also used to **balance local operating requirements**, e.g., Saturday work).

Quotes



Available only in the participant report

Leave without pay

Leave Without Pay (LWP) is unpaid time off that employees can take when they **exhaust paid leave balances** or face **exceptional circumstances** (medical/personal emergencies, extended illness), typically **with manager/HR approval**.

Out of 19 mentions:

- 11 mention "no cap / as-needed / unlimited"
- Fixed/explicit caps reported: 7, 10, 15 (2 mentions), 30 (2 mentions), 60, 120 → where caps exist, they cluster around **2-4 weeks (15-30 days)**, with some allowing **2-4 months+**.

Quotes



Available only in the participant report

Special / Situational leaves: **Bereavement and Marriage Leave**

Synthesised understanding

Bereavement Leave

Bereavement leave is paid (or otherwise approved) time off granted to employees following a death in the family—most commonly **immediate family**, with some organisations extending coverage to **close blood relatives / in-laws** and offering longer leave accordingly.

Overall observed range: ~2 to 15 days, with **longer durations (10-15)** typically tied to closer kin categories.

- **Most common: 5 days** (10 mentions)
- Next most common: **3 days** (4 mentions) and **10 days** (4 mentions)
- Other reported durations: **2, 4, 7, 12, 14**, and a note indicating **15 days**

Days were specified by a minority of respondents; most described the policy qualitatively.

Quotes



Available only in the participant report

Marriage leave

Marriage leave is a dedicated block of time off granted for an employee's wedding (sometimes extended for related ceremonies/travel). Where it isn't a formal category, organisations typically expect staff to use **paid leave (PL)** or rely on a **flexible leave policy**.

Observed range: 3-14 days, with a clear split between short (3-5) and longer (7-14) models.*(only 10 mentioned a number)*

- Most common: 3 days (3 mentions)
- Next: 7 days (2 mentions) and 14 days (2 mentions)
- Also reported: 5 days (2 mentions) and 10 days (1 mention)

Quotes



Available only in the participant report



Special / Situational leaves: **Sabbatical Leave**

Synthesised understanding

Sabbatical leave is an extended break from work—typically **tenure-linked** or **exception-based**—used for rest/recovery, personal needs, health, learning, or other significant life circumstances. It may be **paid or unpaid**, and often requires **senior approval**.

Overall observed range: from ~2 days to ~1 year, but in practice it clusters around 1–3 months, ~6 months, or up to 1 year when sabbaticals are allowed.
(only 17/90 specified a number)

- “365 days” is the most frequent (6 mentions) —i.e. “up to 1 year / effectively uncapped / as-needed”
- Other reported durations: 60 days (3), 90 days (2), 30, 15, ~180–182 (≈6 months), 6-12 months
- **Tenure-based sabbaticals (most structured form):** Eligibility after 3 years / 5 years / 10 years, with defined duration and sometimes paid/unpaid terms.
- **Special-approval sabbaticals (common in “permissive” responses):** Granted by Director/CEO depending on the situation, organisational capacity, and employee needs (often medical/personal).
- **“Up to 1 year / no cap” framing:** Policies described as 1 month to 1 year, or “no cap,” implying flexibility with approvals.
- **Not a distinct leave category:** Some organisations treat extended breaks as part of PL / LWP / special leave arrangements (e.g., internships/post-grad/health reasons).
- **Rare-in-practice:** Even where possible, some note sabbaticals haven’t been offered widely (or only senior leaders used them).

Sabbatical Leave

Quotes



Available only in the participant report

Special / Situational leaves: **Other leaves types mentioned**

Thematic category

Synthesised understanding

Quotes

Wellbeing & inclusion

- **Menstrual / period health leave** (varies widely across orgs: **2-12 days/year**, including “once-a-month” models; often designed to be easy to access)
- **Self-care / wellbeing leave** (e.g., **1 day per quarter**, sometimes lapsing if unused; some add **birthday leave**)
- **Severe illness / caregiving leave** (e.g., **5 days** for severe illness of self or caregiving)
- **Gender reassignment leave (20 days)** (*rare but notable*)
- **Special medical / maternity medical leave** (e.g., “special medical leave”; **30 days** maternity medical leave)
- **Vicarious trauma leave** (noted for specific teams working on prevention/healing or trauma-heavy roles)



Collective rest & burnout prevention

- **Year-end downtime / closure days** (e.g., last 3 working days of the year fixed across the org)
- **Recharge breaks** (e.g., added on Mondays/Fridays around long weekends)
- **Refresh leave after long tenure** (e.g., 2 weeks after 10 years of service)
- **Compensatory offs** for weekend work / intense periods (e.g., 3 per quarter) and/or balancing different workweeks (5-day vs 6-day)

Development & civic contribution

- **Study leave** (e.g., 3 days)
- **Learning leave / L&D leave** (e.g., 5 days)
- **Volunteering leave** (e.g., 3 days per year)
- **Good Samaritan leave** (to support a stranger / civic action)

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Mechanics of **Compensatory off (Comp-off)**

Synthesised understanding

<p>When is comp-off earned?</p>	<p>Most organisations allow comp-off when staff work on:</p> <ul style="list-style-type: none"> • Public holidays / Sundays / weekly offs / weekends • Non-working days due to programme delivery (e.g., events, community programming) • Sometimes beyond normal work expectations (e.g., high weekly hours)
<p>How much comp-off is earned?</p>	<p>Two dominant designs show up:</p> <ul style="list-style-type: none"> • Day-based conversion: straightforward “worked a non-working day → day off” • Hours-based conversion: more controlled and auditable (e.g., half-day after 4 hours, full day after 8 hours; sometimes 6+ hour thresholds)
<p>Who approves it, and how is it logged?</p>	<p>Comp-off is frequently linked to:</p> <ul style="list-style-type: none"> • Prior approval (so weekend work is explicitly authorised) • A clear approver (reporting manager; sometimes escalation to ED/Director) • A standard leave request workflow / HRMS submission
<p>By when must it be used?</p>	<p>A consistent pattern is short time-to-use, ranging from:</p> <ul style="list-style-type: none"> • same week / within 10 days • within 2 weeks (often “after a programme ends”) • within 30 days / within a month / by next month-end • within 45/60/90 days (and sometimes “within the same quarter”)
<p>Are there caps or exclusions?</p>	<p>Some mature policies add controls like:</p> <ul style="list-style-type: none"> • Annual caps (e.g., max days/year) • Quarterly quotas • Exclusions (e.g., not valid for training, travel, or discretionary activities on weekly offs)

Quotes



Available only in the participant report

Design of Leave carry-forward, lapse and encashment

Synthesised understanding

Carry-forward Design

- Many organisations allow carry-forward only for **Earned / Privilege / Vacation leave** (not all leave types)
- Some allow carry-forward for a **small portion** of annual leave (e.g., limited CL/SL)
- In **unlimited / flexible leave** models, carry-forward is often **not applicable**

Caps & lapse rules

Two common cap types:

- **Annual carry-forward cap** (e.g., "max 5", "max 8", "max 12", "max 15")
- **Overall accumulation cap** (e.g., "capped at 45", "accumulate up to 60/90")

Some orgs use **time-bound carry-forward** (e.g., usable in early months, then lapses)
Others explicitly **do not carry forward** (discipline, budgeting, uniform annual planning)

Encashment

Encashment is used primarily as a deferred benefit (often exit-linked), rather than as a routine annual cash-out. Encashment appears as:

- encashment at exit (common pattern)
- limited or conditional encashment (e.g., only certain leave types; limited days)
- occasional structured encashment at a set time (e.g., January)

Leave cycle & edge-case governance

- Leave cycles vary: **calendar year / financial year / custom cycles (e.g., June–May)**
- **Probation rules:** accrual may be limited (e.g., 1 day/month) + **advance leave** with caps
- **Compassion / exception handling** appears as an explicit "pressure valve" (case-by-case approvals)

Quotes



Available only in the participant report



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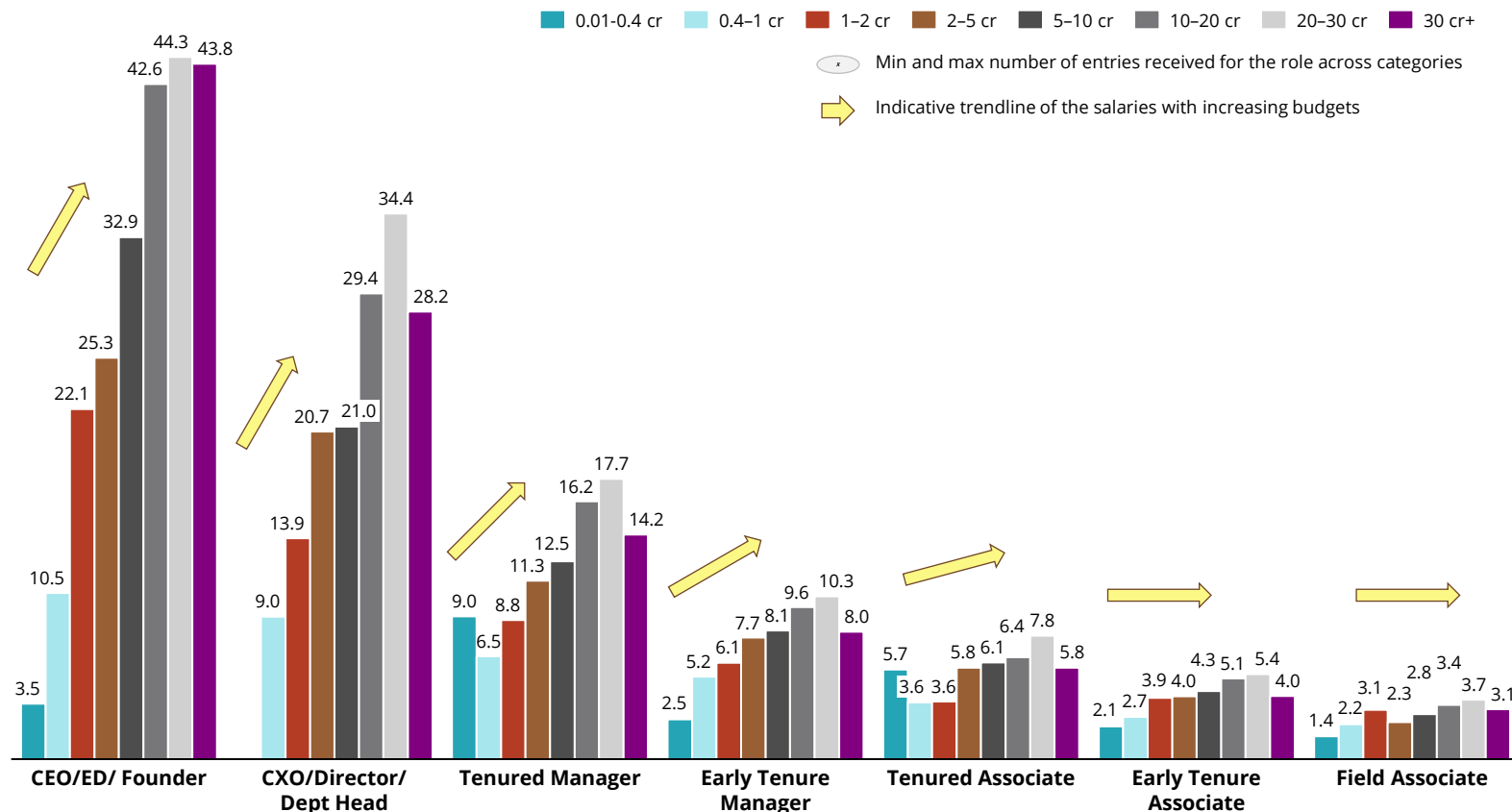
Broader Insights and Reflections for the Sector

Before you Close the Report...

How do salary levels change with organization budget?

Average salary by budget category, for key leadership and program roles

Average of typical salary in INR Lakhs per annum; organization budget categories in INR Crores



Note: Any minor differences in values with the compensation data tables provided earlier in the report are due to outliers being pulled out separately in the tables.

Reflections

People often assume that “larger NGO = better salaries.” This cut suggests something more specific: as budgets grow, the main salary differences show up *at senior levels*, while entry/junior roles stay in a relatively narrow band across all organisations.¹

This raises a talent question for the sector: we know attracting, growing, and retaining good talent is fundamental to meaningful impact. When junior pay doesn't rise much with scale, the demands of the work can start to feel unsustainable, especially for people closest to delivery. This affects retention, burnout, and who is able to stay in the sector long enough to become the next generation of leaders.

Changing this is likely to need sector-wide choices and shifts around how roles are funded, what funders are willing to cover, and at the base, what norms we treat as “minimum acceptable” for junior staff.

¹ - This pattern is consistent with what was seen in the last edition of the survey

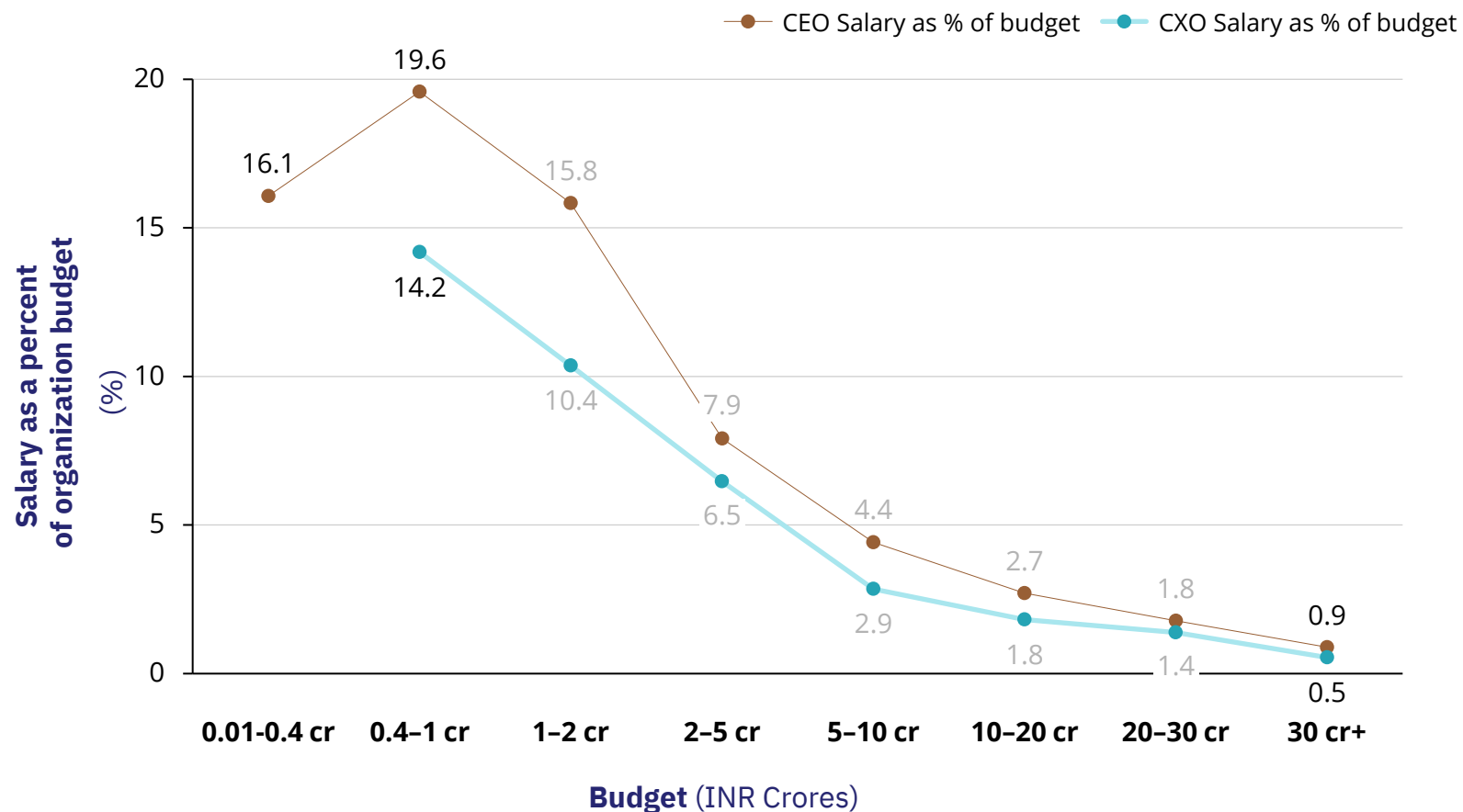
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What is the Leadership salary as percent of organization budget?

Leadership roles' salary as a percent of org budget

Average of typical salary in INR Lakhs per annum; organization budget categories in INR Crores



Reflections

Leadership is a fixed cost at the small budget end.

In very small-budget organisations, one full-time CEO/ED can be a meaningful chunk of total spend. *This doesn't necessarily mean pay is high* — it often reflects the reality that anyone requires a basic pay to continue work (e.g. 20% of 40 Lakhs is only 8 Lakhs p.a.). In small organisations, leadership effort can be "subsidised" in ways the chart can't show as well. From the written responses, we also saw cases where leaders were part-time or pro-bono.

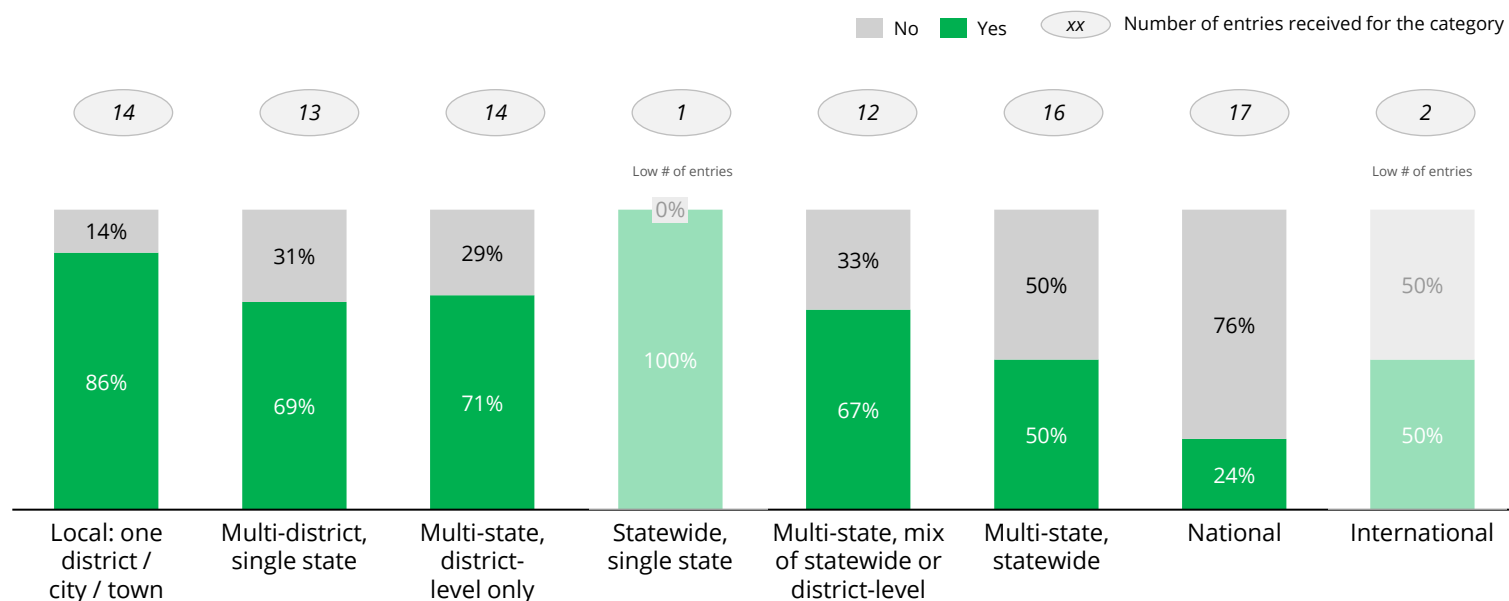
Below the smallest budget band, the second line is typically program/ops managers. A dedicated CXO layer tends to appear only once organisations cross a certain scale.

Leadership salaries do increase with scale, but as budgets grow they become a diminishing percentage of total spend. In other words, compensating senior leaders well and fairly can still remain a relatively small budget line item. For many leaders, staying in the sector is a deliberate choice versus other opportunities – fair compensation supports retention without materially changing overall budget shares.

What is a 'grassroots NGO', really?

Responses to "Does your organization consider itself a 'grassroots NGO'?"

% of responses by category



A "grassroots NGO is a subjective definition", I guess... For me, the core of what makes an NGO a grassroots NGO is how much space exists between the people within the NGO and the people outside the NGO. Who is running the NGO? Who's working at the NGO? And what communities are they working with? How much space exists between these two categories? To me, the smaller the space, the more 'grassroots' the NGO is.

~ Yashasvini Rajeshwar, Founder – AuxoHub

"Ep 14: Getting to Know Grassroots NGOs", Raahi: Impact Journeys



Reflections

This was a question of self-perception — and "grassroots" was not defined in the survey, so organisations are answering based on their own interpretation.

Self-identification as "grassroots" generally reduces scale increases. Local and district-level organisations are much more likely to say "yes", while national organisations are far less likely to do so

Yet, scale does not eliminate the label. Even among organisations working multi-state/statewide, about **50% still describe themselves as grassroots.** This is the interesting tension: being large does not stop an organisation from claiming "grassroots".

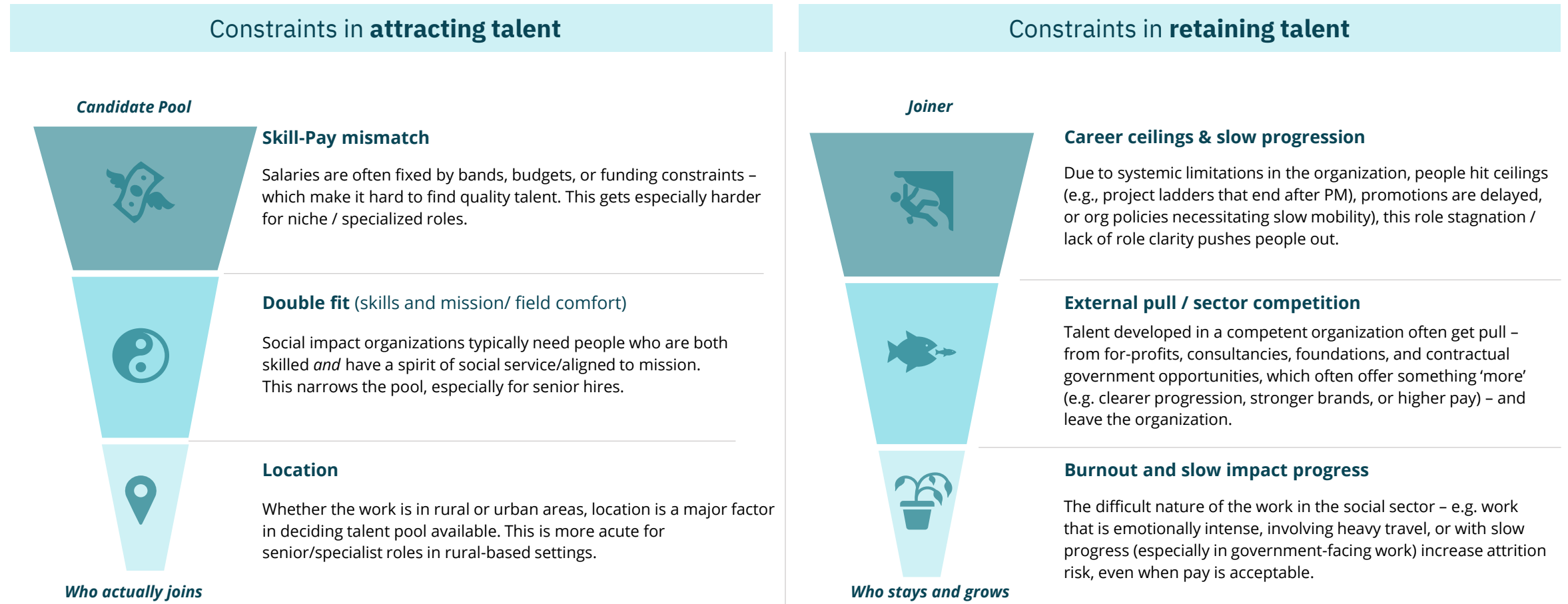
A useful lens from a conversation on the "Raahi: Impact Journeys" podcast is below – that **"grassroots" is about closeness** — minimal space between the people within the NGO and the communities it works with.

Ultimately, this chart is a prompt: when we say "grassroots," what do we mean — and are we truly as close to communities as we think?



Talent challenges are rarely “just pay”- they are a *bundle* of constraints

Synthesis based on organizations' responses to “What has been your biggest challenge in attracting/retaining talent?”



This is a simplified view. Challenges often compound and affect both attraction and retention of talent.

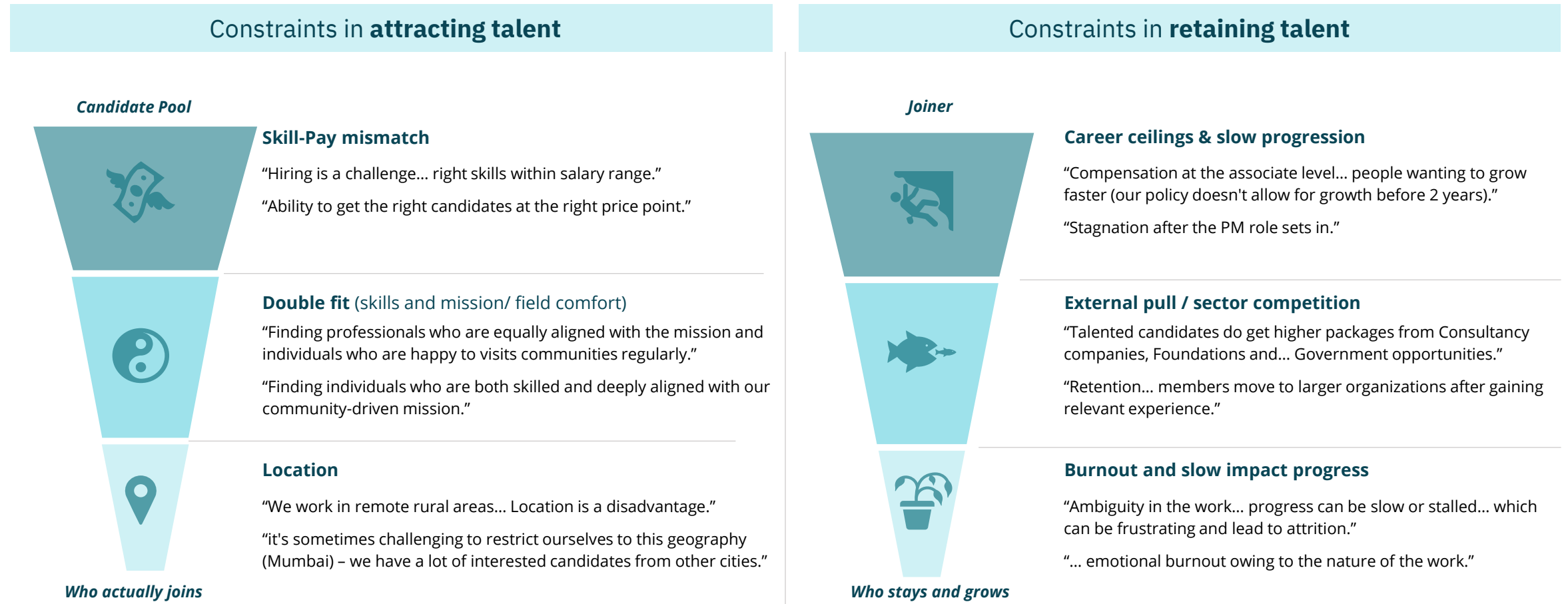
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Talent challenges are rarely “just pay”- they are a *bundle* of constraints: Direct Quotes

Synthesis based on organizations' responses to “What has been your biggest challenge in attracting/retaining talent?”



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There are six themes of best practices shared by organizations

Synthesis based on organizations' responses to "What are three best practices you do, that you want to share with others?"

Growth and Sustainability



Foundation and Systems

Learning & capability-building



Treat learning as infrastructure: structured training, exposure visits, internal knowledge-sharing, mentoring—builds capability and improves retention.

Mobility & growth pathways



Give people ways to grow without leaving: internal hiring, accelerated growth policies, role moves after a year, and clear criteria for promotions.

Wellbeing & flexibility by design



Normalize rest + flexibility: contextual holidays, breaks, counseling/therapy support, wellness leaves, workload conversations, and predictable "recharge" moments.

Transparency & shared ownership



Make decisions legible (pay bands, roles, budgets, plans), and involve teams in shaping priorities. This reduces "hidden rules" and builds trust.

Performance & feedback rhythms



Clear goal-setting + regular check-ins + structured appraisal systems (often with peer/360 elements) so growth and compensation feel predictable and fair.

Hiring + onboarding for fit



Be explicit early (salary range, work hours, location, expectations), and design hiring to test real fit (mindset, competencies, values).



There are six themes of best practices shared by organizations: Direct quotes

Synthesis based on organizations' responses to "What are three best practices you do, that you want to share with others?"

Growth and Sustainability



Foundation and Systems

Learning & capability-building



- "Invest in staff learning through exposure visits, internal training, and leadership mentoring."
- "1 weekly knowledge sharing sessions, 2 Morning Huddle meeting, 3 Annual employee engagement survey"
- "A cascading learning model... where employees regularly share their learnings with others..."
- "Equal opportunity to learn via Training & Development Policy where organization support for course with all expenses upto 6 month."

Mobility & growth pathways



- "Career Growth Plan: anyone can apply for any role within the organization if they have been in current role for >=1 year... This process fast-tracks growth within the org for any employee."
- "Hires are allowed to move roles after a year based on their aptitude and ability."
- "Performance Matrix has a mandatory Self Development Goal for a weightage of min 10 percent for everyone."

Wellbeing & flexibility by design



- "Respect for personal-work-life balance: We follow a no questions asked policy for taking time off."
- "Recharge breaks are added over the course of the year to ensure long weekends for staff..."
- "We give Period leave for women employees... providing financial aid for counseling/therapy services."
- "Hobby Fund Allowances... Self Care Leave- 1 leave given per quarter..."

Transparency & shared ownership



- "We maintain transparent HR and finance systems with open communication on salaries and roles."
- "We have been very transparent about who makes how much and why."
- "Transparency & shared ownership: All important information (like budgets, plans, goal setting, funding updates) are co-created and shared with the entire team, and everyone participates."

Performance & feedback rhythms



- "Continuous feedback data (quarterly review process) is used to evaluate compensation raises, keeps employees in the loop throughout and less surprises at the time of appraisals."
- "During appraisals, we also do peer appraisals so that they get feedback from their own peers."
- "Monthly 1:1s with managers where they can discuss about their personal goals and its alignment with org and growth."
- "Goal sheet defined... with clear values for under-/over-achievement."

Hiring + onboarding for fit



- "Communicating upfront about salary work hours and key expectations."
- "Discuss compensation range for the role in the screening stage."
- "We check for mindset of team member and have a interview road with advisors/mentors for roles above associate."
- "Know Your Workplace... invite potential candidates to spend a day with us."



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Before you Close the Report...



Thank you to all the participating organizations!

Your participation has enabled and empowered this report – and for that, you deserve a shout-out!

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- Baithak Foundation
- Bhumi
- Bindi International
- Blessings Life Foundation Trust
- Building Dreams Foundation
- Buzz India Trust
- Children's Movement for Civic Awareness (CMCA)
- Civic Innovation Foundation 'Civis'
- Civil Society Information Services India
- Creatnet Education
- danamojo
- Deep Griha Society
- edYouth Learning Foundation
- FMCH India
- Foundation to Educate Girls Globally
- Gram Vikas
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- Har Hath Kalam India Association
- Involve Learning Solutions Foundation
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- iTeach Movement
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- Janaagraha Centre for Citizenship and Democracy
- Karunya Trust
- Keystone Foundation
- Kriya Sangh Society
- Latika Roy Memorial Foundation
- Leadership For Skilled Education Foundation (LFE)
- LeapForWord
- Lend A Hand India
- Lighthouse Communities Foundation
- Madhi Foundation
- Masoom
- Missing Link Trust
- Myna Mahila Foundation
- Nalandaway Foundation
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- Prajayatna
- Ra Foundation
- Reap Benefit
- Rocket Learning
- Rubaroo Breaking Silences Foundation
- Saahas
- Saajha
- Saarthi Education
- Sajhe Sapne
- Sankalp Micro Association
- Shiksharth Trust
- Simple Education Foundation
- Social Empowerment & Voluntary Association
- Sol's ARC
- St. Jude India Child Care Centres
- Suvita
- Teach for India
- The Apprentice Project
- The Association of People with disability
- The Circle India
- The Eka Fellowship
- The Live Love Laugh Foundation
- U&I Trust
- Udayan Care
- Udhyam Learning Foundation
- Ummeed Child Development Center
- Upkram Educational Foundation
- Waste Warriors Society
- WinVinaya Foundation
- Yein Udaan

... and many more



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Regards,
Girish Ananthanarayanan
January 2026

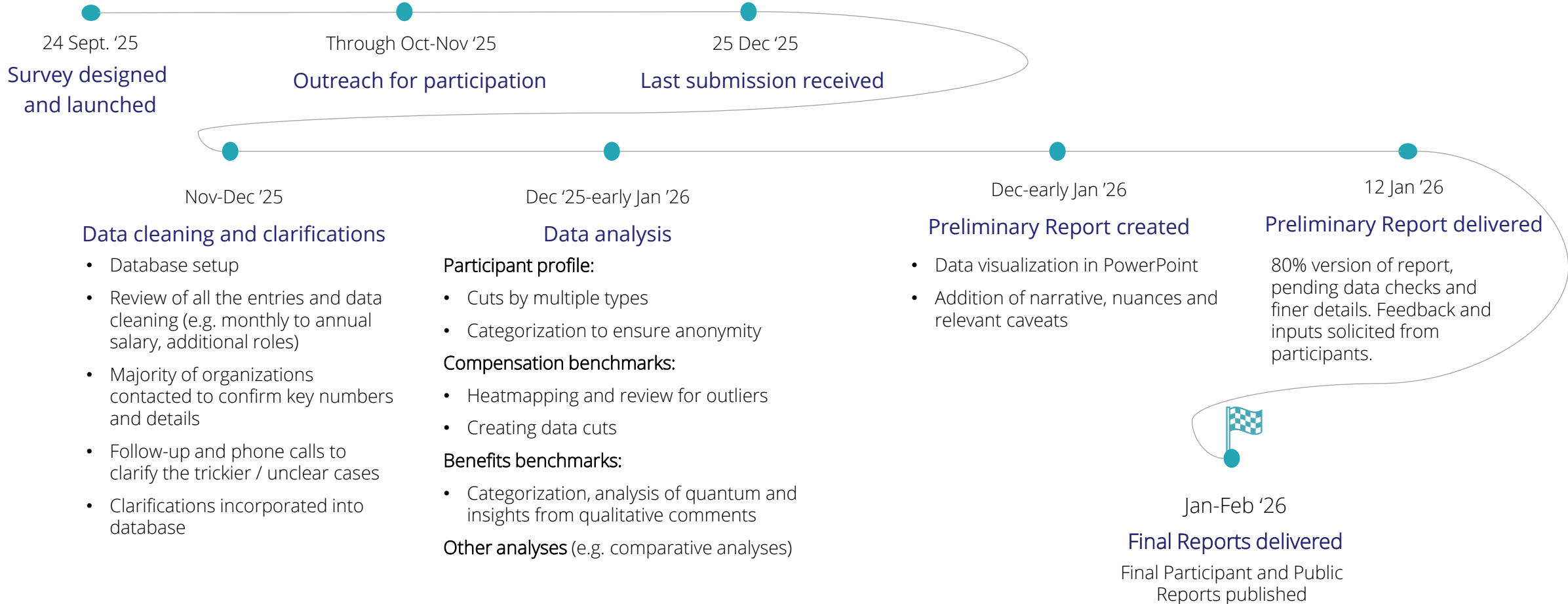
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What went into making this report? In short: ~100 hours of work.

Creating this report required ~**100 hours of focused individual work**, to enable participation, clean the data, do the analyses and deliver the report, while ensuring confidentiality.

Note: only a single individual has seen or has access to any data shared. This will not be shared onwards with anyone or used for any other purpose.



Disclaimer: All the information is as provided by the survey respondents, with reasonable interpretation.

All salary values unless otherwise specified are in INR Lakhs.

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