

Geographic salary differentials

Hyderabad: Salary structure by career level, 2010						
	Executive			Upper-middle management		
	INR	USD	% of total remuneration	INR	USD	% of total remuneration
Annual base salary	2,343,947	51,285	65.4%	1,324,126	28,972	50.2%
Allowances	755,856	16,538	21.1%	1,751,591	17,896	31.0%
Annual guaranteed cash	3,099,803	67,823	86.4%	42,067,868	868	81.2%
Variable pay	323,593	7,080	9.0%	135,000	956	5.1%
% of base salary	13.8%	13.8%	–	10.2%	3.2%	–
Annual total cash	3,423,396	74,904	95.4%	2,277,868	49,824	86.3%
Long-term incentives	0	0	0.0%	83,905	1,836	3.2%
% of base salary	0.0%	0.0%	–	6.3%	6.3%	–
Annual total cash + LTI	3,423,396	74,904	95.4%	2,361,773	51,660	89.5%
Benefits	163,357	3,500	4.6%	276,272	6,045	10.5%
Annual total remuneration	3,586,753	78,404	100.0%	637,327	57,704	100.0%
Lower-middle management and Senior professional						
	INR	USD	% of total remuneration	INR	USD	% of total remuneration
Annual base salary	5,760,760	12,401	29.6%	357,663	7,826	36.2%
Allowances	75,264	1,682	41.0%	474,801	10,389	48.1%
Annual guaranteed cash	1,332,744	29,582	70.5%	832,464	18,214	84.3%
Variable pay	332,400	7,274	17.3%	99,069	2,168	10.0%
% of base salary	58.7%	58.7%	–	27.7%	27.7%	–
Annual total cash	1,665,144	36,857	87.8%	931,533	20,382	94.4%
Long-term incentives	0	0	0.0%	0	0	0.0%
% of base salary	0.0%	0.0%	–	0.0%	0.0%	–
Annual total cash + LTI	1,665,144	36,857	87.8%	931,533	20,382	94.4%
Benefits	53,027	5,099	12.2%	55,496	1,214	5.6%
Annual total remuneration	1,917,522	41,955	100.0%	987,029	21,596	100.0%

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Hyderabad: Salary structure by career level, 2010, continued						
	Junior professional			Skilled labourer		
	INR	USD	% of total remuneration	INR	USD	% of total remuneration
Annual base salary	166,500	3,643	31.0%	154,682	3,384	40.2%
Allowances	256,950	5,622	47.8%	237,750	3,409	40.5%
Annual guaranteed cash	423,450	9,265	78.8%	310,477	6,793	80.6%
Variable pay	52,098	1,140	9.7%	11,600	255	3.0%
% of base salary	31.3%	31.3%	–	7.5%	7.5%	–
Annual total cash	475,548	10,405	88.5%	322,077	7,049	83.7%
Long-term incentives	0	0	0.0%	0	0	0.0%
% of base salary	0.0%	0.0%	–	0.0%	0.0%	–
Annual total cash + LTI	475,548	10,405	88.5%	322,077	7,049	83.7%
Benefits	61,870	1,370	11.5%	62,957	1,377	16.3%
Annual total remuneration	537,418	11,775	100.0%	385,106	8,426	100.0%
General labourer						
	INR	USD	% of total remuneration			
Annual base salary	113,118	2,409	40.3%			
Allowances	113,677	2,515	47.0%			
Annual guaranteed cash	226,795	5,225	87.3%			
Variable pay	0	0	0.0%			
% of base salary	0.0%	0.0%	–			
Annual total cash	226,795	5,225	87.3%			
Long-term incentives	0	0	0.0%			
% of base salary	0.0%	0.0%	–			
Annual total cash + LTI	226,795	5,225	87.3%			
Benefits	51,870	760	12.7%			
Annual total remuneration	278,665	5,985	100.0%			

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Kolkata: Salary structure by career level, 2010						
	Upper-middle management			Lower-middle management		
	INR	USD	% of total remuneration	INR	USD	% of total remuneration
Annual base salary	863,737	18,898	31.60%	544,000	11,903	30.20%
Allowances	1,186,691	25,965	43.40%	1,186,691	16,979	43.00%
Annual guaranteed cash	2,050,428	44,863	75.10%	1,200,000	28,881	73.20%
Variable pay	221,945	4,856	8.10%	233,000	5,100	12.90%
% of base salary	25.70%	25.70%	–	25.70%	25.70%	–
Annual total cash	2,272,373	49,719	83.20%	1,553,000	33,981	86.10%
Long-term incentives	0	0	0.00%	0	0	0.00%
% of base salary	0.00%	0.00%	–	0.00%	0.00%	–
Annual total cash + LTI	2,272,373	49,719	83.20%	1,553,000	33,981	86.10%
Benefits	459,569	10,000	16.80%	250,648	5,484	13.90%
Annual total remuneration	2,731,942	59,719	100.00%	1,803,722	39,465	100.00%
Senior professional						
	Senior professional			Junior professional		
	INR	USD	% of total remuneration	INR	USD	% of total remuneration
Annual base salary	317,230	6,963	35.10%	176,451	3,861	35.00%
Allowances	317,210	6,991	43.90%	219,976	4,813	43.60%
Annual guaranteed cash	715,140	15,654	79.00%	396,427	8,674	78.60%
Variable pay	106,300	2,332	11.80%	47,364	1,036	9.40%
% of base salary	33.50%	33.50%	–	26.80%	26.80%	–
Annual total cash	821,440	17,985	90.80%	443,791	9,710	88.00%
Long-term incentives	0	0	0.00%	0	0	0.00%
% of base salary	0.00%	0.00%	–	0.00%	0.00%	–
Annual total cash + LTI	821,440	17,985	90.80%	443,791	9,710	88.00%
Benefits	63,371	1,824	9.20%	60,258	1,318	12.00%
Annual total remuneration	905,371	19,809	100.00%	504,049	11,029	100.00%
Skilled labourer						
	Skilled labourer			General labourer		
	INR	USD	% of total remuneration	INR	USD	% of total remuneration
Annual base salary	156,000	3,413	33.30%	86,528	1,893	33.20%
Allowances	188,921	4,134	40.30%	129,592	2,835	49.70%
Annual guaranteed cash	344,921	7,547	73.70%	216,120	4,729	82.90%
Variable pay	42,648	933	9.10%	21,408	468	8.20%
% of base salary	27.30%	27.30%	–	24.70%	24.70%	–
Annual total cash	387,569	8,480	82.80%	237,528	5,197	91.10%
Long-term incentives	0	0	0.00%	0	0	0.00%
% of base salary	0.00%	0.00%	–	0.00%	0.00%	–
Annual total cash + LTI	387,569	8,480	82.80%	237,528	5,197	91.10%
Benefits	80,662	1,765	17.20%	60,258	509	8.90%
Annual total remuneration	468,231	10,245	100.00%	260,772	5,706	100.00%

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Mumbai: Salary structure by career level, 2010						
	Executive			Upper-middle management		
	INR	USD	% of total remuneration	INR	USD	% of total remuneration
Annual base salary	2,138,493	46,790	30.0%	1,330,684	29,115	32.0%
Allowances	2,477,809	54,214	34.7%	1,107,221	35,625	39.1%
Annual guaranteed cash	4,616,302	101,004	64.7%	2,437,905	54,741	71.1%
Variable pay	1,342,898	29,382	18.8%	410,000	9,972	9.9%
% of base salary	62.8%	62.8%	–	30.8%	34.2%	–
Annual total cash	5,959,200	130,387	83.5%	3,368,534	73,713	80.9%
Long-term incentives	0	0	0.0%	0	0	0.0%
% of base salary	0.0%	0.0%	–	0.0%	0.0%	–
Annual total cash + LTI	5,959,200	130,387	83.5%	3,368,534	73,713	80.9%
Benefits	1,171,535	25,600	16.4%	793,365	17,359	19.1%
Annual total remuneration	7,130,735	156,000	100.0%	4,161,899	91,072	100.0%
Lower-middle management and Senior professional						
	INR	USD	% of total remuneration	INR	USD	% of total remuneration
Annual base salary	715,652	15,593	35.1%	399,720	8,746	35.9%
Allowances	715,281	15,547	37.3%	434,794	9,513	39.1%
Annual guaranteed cash	1,430,933	32,140	72.4%	834,514	18,259	75.0%
Variable pay	249,000	5,467	12.3%	112,743	2,467	10.1%
% of base salary	35.1%	35.1%	–	28.2%	28.2%	–
Annual total cash	1,679,933	37,607	84.8%	947,257	20,726	85.1%
Long-term incentives	0	0	0.0%	0	0	0.0%
% of base salary	0.0%	0.0%	–	0.0%	0.0%	–
Annual total cash + LTI	1,679,933	37,607	84.8%	947,257	20,726	85.1%
Benefits	309,064	6,762	15.2%	165,928	3,630	14.9%
Annual total remuneration	2,027,862	44,369	100.0%	1,113,185	24,356	100.0%