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PayWell Macedonia Salary & Benefits Survey 2016 edition



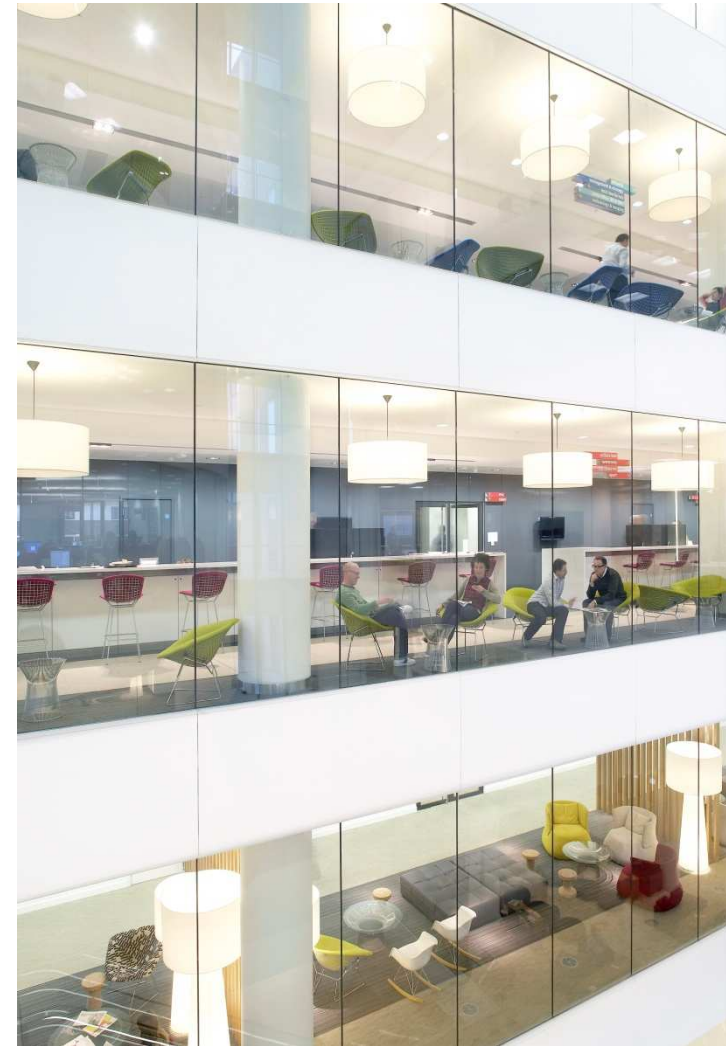
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Salary & Benefits Survey: Macedonia local market

We would like to invite you to participate in the Salary & Benefits Survey!

The following presentation provides detailed information regarding PwC and our Salary and Benefits Survey:

- Introduction
- PwC Salary & Benefits Survey
- PwC Salary & Benefits Survey Methodology
- PwC Salary & Benefits Survey Report Content
- Your Involvement as a Participant
- PwC HR Consulting Practice in CEE
- *Appendix:*
 - Salary & Benefits Survey Sample Questionnaire



Introduction

1

PwC Services

PwC as the world's leading professional services organisation

PwC is one of the world's largest providers of assurance, tax and business consulting services. We believe that the best outcomes are achieved through close collaboration with our clients and the many stakeholder communities we serve. So every day **208,000 PwC people in 157 countries work hard to build strong relationships with others and understand the issues and aspirations that drive them.** Our consultancy services include advisory services in the human resources area in more than 100 countries which employ over 6,000 specialists, thereby ranking PwC as one of the largest global companies in the HR consultancy business.

PwC Salary & Benefits Survey

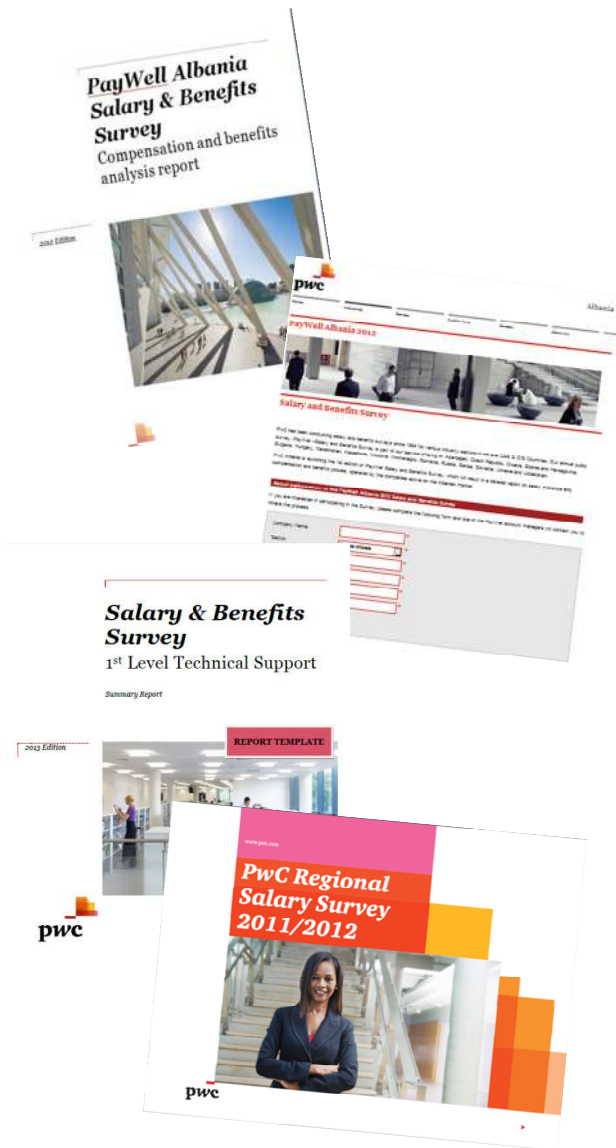
2

Our Salary & Benefits Surveys

PwC has been conducting Salary & Benefits surveys in a number of Central and Eastern European countries since 1997 for various industry sectors.

Our Salary & Benefits Survey is a **practical tool** created to **assist HR professionals and company decision-makers to develop competitive HR policies** that attract, motivate and retain talent.

Our experience shows that those companies that put in place effective reward and compensation programmes achieve the greatest level of success in the increasingly competitive market environment!



The Salary & Benefits Survey: Macedonia local market – A Tool for Managing Compensation

The Salary & Benefits Survey: Macedonia local market will cover the full range of positions, relevant for the Macedonia market. The Survey outputs will provide you with:

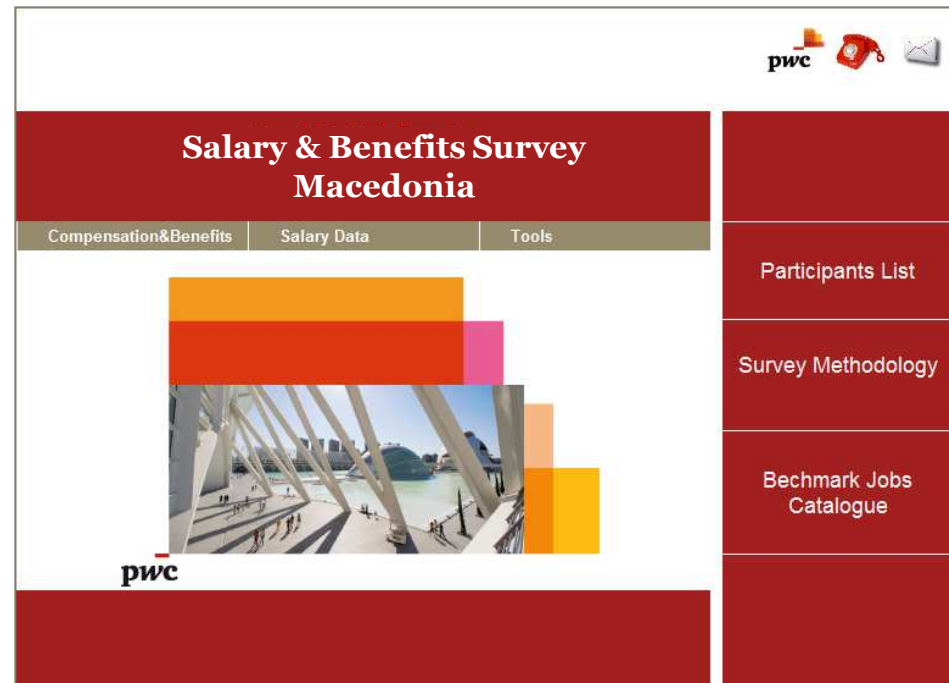
- detailed understanding of current market policies in remuneration and employee benefits
- detailed market salary statistics per position to support your decision making in human capital management

The Salary & Benefits Survey: Macedonia local market is a tool which will help you to set up the remuneration scheme of your company effectively, manage employee satisfaction, retention and productivity of your human capital.

About the PwC Salary & Benefits Survey: Macedonia local market...

Our **survey report** will contain invaluable sector-specific information covering two general areas:

- **Salary ranges** for general and specific jobs for the analysed sector
- **Remuneration (i.e. compensation and benefits) policies** applied by participating companies



*PwC Salary & Benefits Survey
Methodology*

3

PwC Survey Methodology

Its systematic approach, robust set of tools, analytical expertise and cross-network collaboration has made PwC Salary & Benefits Survey the preferred choice for total remuneration benchmark for many multinational companies.

Our approach and methodology offer:

Job Matching & Focus	Security of Data	Questionnaire & Reporting
<p>Job matching</p> <p>The accuracy of provided data is ensured through direct assistance while participating companies match positions based on actual roles and responsibilities and not just job titles.</p> <p>Focus</p> <p>Higher value added information provided to company management by having a sample of companies within the same industry, thus providing relevant benchmarking.</p>	<p>Confidentiality</p> <p>All client data is treated with highest level of confidentiality, including data coding, presenting only summary findings, and limiting the number of consultant handling data.</p> <p>Data analysis</p> <p>Data protection measures are taken during data analysis to guarantee that information source is not identifiable (e.g., data is not provided for less than three job matches for a given position).</p>	<p>Questionnaire</p> <p>We provide our participants with a user-friendly questionnaire that contains help, explanations and methodology relating to particular terms.</p> <p>Reporting</p> <p>Our data processing ensures that the final report presents statistically valid, reliable, and unbiased information (e.g., data is statistically weighted when a company provides more than 5 data points for a position).</p>

PwC Survey Methodology: Job Matching & Focus (1/2)

PwC Salary & Benefits Surveys are based on a **job matching methodology**, integrating :

- Benchmark jobs catalogues of **more than 800 standard jobs**:
 - Core / General jobs, common to all industries (211 jobs);
 - Sector specific jobs: e.g. Banking sector (370 jobs).
- Benchmark jobs catalogues are **the result of 15 years of close interaction with our clients**. Each year we improve our data based on market trends and client feedbacks.
- In case of difficulties during the job matching process, we conduct **one-to-one meetings with participating companies** to assist them in finding the correct job matches.

The collage displays various components of the PwC survey methodology:

- Banking jobs catalogue:** A photograph of a man in a light blue shirt sitting at a desk with his hands on his head, looking thoughtful.
- Table of contents:** A list of sections and their corresponding page numbers, including 'ORGANIZATIONAL CHART', 'JOB DESCRIPTIONS', 'TOP MANAGEMENT', 'CORPORATE BANKING - SALES', and 'CORPORATE BANKING - TRADE FINANCE'.
- Job description for 'My Head of Corporate Banking':** A detailed text block describing the role, including the alternative name 'Corporate Banking Director', reporting lines to 'Deputy Chairman, Board Member - Corporate Banking', and main activities such as implementing sales strategies, maintaining client relationships, and managing staff.
- Organizational chart for 'Corporate Banking - Sales':** A hierarchical diagram showing the structure of the sales department, starting with the 'My Head of Corporate Banking' at the top, branching into various regional and functional roles like 'My Head of Corporate Banking - North', 'My Head of Corporate Banking - South', and 'My Head of Corporate Banking - West'.

PwC Survey Methodology: Job Matching & Focus (2/2)

The **job matching process** considers variations from benchmark jobs and specifics of individual companies

The respondent company job's variation from benchmark jobs is assessed by reference to PwC benchmark jobs' responsibilities. Thus:

- =** where responsibilities of the job within a respondent company matches (between 90 and 110%) PwC indicators, the "=" symbol is selected;
- +** where responsibilities of the job within a respondent company are higher than PwC indicators (between 110% and 130%), the "+" symbol is selected;
- where responsibilities of the jobs within a respondent company are lower than PwC indicators (between 70% and 90%), the "-" symbol is selected.

PwC Survey Methodology: Security of Data (1/2)

Data protection measures: Making sure that the information provided by the individual respondents is not identifiable and validity of outputs is secured.

Inputs obtained		Outputs provided					
No. of job matches	No. of companies	D1	Q1	Median	Mean	Q3	D9
<3	1	-	-	-	-	-	-
3 – 5	2	-	-	✓	✓	-	-
6 – 9	3	-	✓	✓	✓	✓	-
>10	3	✓	✓	✓	✓	✓	✓


PwC Survey Methodology: Security of Data (2/2)

Additional measures taken to ensure data security and accuracy include:


- data coding
- limiting the number of consultants on the project
- password-protected data collection materials
- data validation methodology based on built in internal equity controls, cross-company comparisons, manual accuracy and consistency checks

PwC Survey Methodology: Questionnaire & Reporting (1/2)

Salary data collection sheet: gathers information on gross monthly salary, fixed and variable annual payouts, annual value of benefits per job

 PayWell Albania salary and benefits survey Salary data collection sheet											
Id	Job title in your company	Code	Position title <i>Please select Ctrl + Q</i>	Variation compared to job matching indicators	Location <i>Please select Ctrl + Q</i>	No of employees per position	Gross monthly base pay	Gross annual fixed bonuses	Eligibility for variable pay	Gross annual performance bonuses PAID	Gross annual performance bonuses TARGET

Remuneration policies questionnaire: gathers information on company's compensation policies and on benefits granted to employees.

 PayWell Albania salary and benefits survey HR systems	
A. Compensation policies	
<i>Guaranteed pay</i>	
A.1. Salary review	
1. Indicate the salary review frequency:	
<input type="text"/>	
If "Once a year" or "Twice a year", indicate the salary review month(s):	
Once a year	Twice a year
<input type="text"/>	1 st <input type="text"/>
	2 nd <input type="text"/>

PwC Survey Methodology: Questionnaire & Reporting (2/2)

In order to control the influence of the different number of data points reported by participating companies within the same benchmark job, an **intermediary statistics computation algorithm** is applied.

Thus, in case of **the companies that provided more than 5 data points** for one specific benchmark job, the number of data points is first statistically weighted per company and subsequently included in the processing.

Company	Data points provided for the same benchmark job		Salary data included in statistics processing		Processing results					
Company 1 (15 data points for one benchmark job)	Accountant	3,500								
	Accountant	3,600								
	Accountant	3,700								
	Accountant	3,800								
	Accountant	3,900					Percentile 10=	3,640		
	Accountant	4,000					Percentile 25=	3,850		
	Accountant	4,100					Average=	4,200		
	Accountant	4,200					Median=	4,200	Percentile 10=	3,596
	Accountant	4,300					Percentile 75=	4,550	Percentile 25=	3,813
	Accountant	4,400					Percentile 90=	4,760	Average=	4,220
	Accountant	4,500							Median=	4,200
	Accountant	4,600							Percentile 75=	4,513
	Accountant	4,700							Percentile 90=	4,844
	Accountant	4,800								
	Accountant	4,900								
Company 2 (4 data points for one benchmark job)	Accountant	3,200	=	3,200						
	Accountant	3,800	=	3,800						
	Accountant	4,400	=	4,400						
	Accountant	5,600	=	5,600						

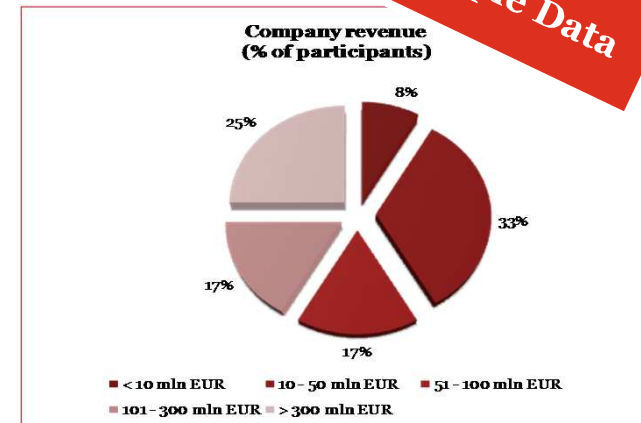
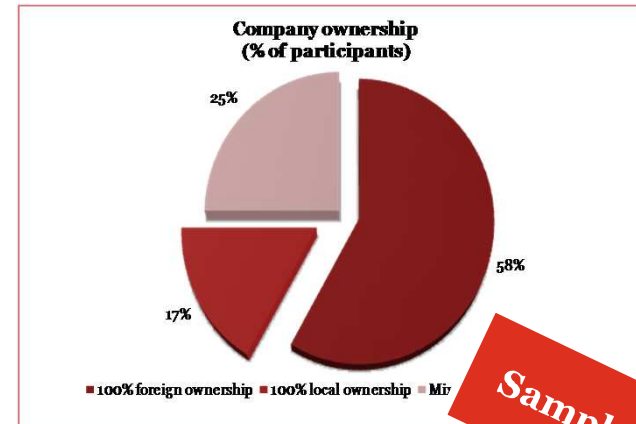
*PwC Salary & Benefits Survey
Report Content*

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Section 1: Description of participating companies

The report summarises the following characteristics of the sample of participants, as percentages of the total:

- Industry sector
- Headquarters location
- Ownership
- Company revenue
- Company costs
- Total number of employees
- Total number of employees who joined and left the company in the past year

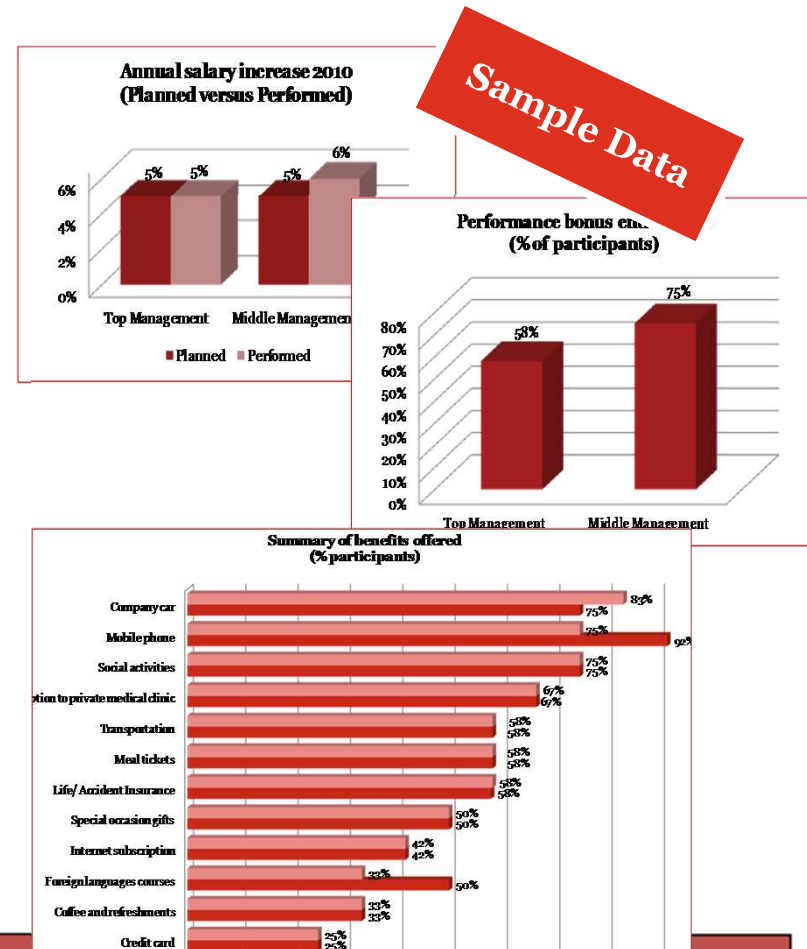


Sample Data

Section 2: Analysis of compensation and benefits policies

The report describes in detail the compensation and benefits policies in the participating organisations, as means, medians, and percentiles, as well as percentages of the total. A sample of the information covered includes:

- Salary review and adjustment policies and processes
- Types and amounts of fixed bonuses and allowances offered (13th salary, holiday bonuses)
- Types and amounts of variable bonuses offered (performance bonuses, sales commissions)
- Data on probation periods, overtime, holiday, sick leave, maternity leave policies
- Types, amounts, entitlement and specifics of more than 20 types of benefits offered



Types of fixed bonuses granted (% of participants)	13 th month salary	8 th of March	Birthday	Christmas	Easter	Holiday
Top Management	8%	8%	8%	25%	8%	8%
Middle Management	17%	8%	8%	25%	8%	8%

Section 3: Salary Data

The report presents statistics for the analysed jobs, in the following format:

- Mean, median, lower and upper quartiles, 10 and 90 percentiles for the following values:
 - Monthly gross base pay;
 - Annual guaranteed cash (i.e. monthly salary x 12 + fixed bonuses);
 - Annual variable pay (performance bonuses and/or sales commissions);
 - Total annual cash (monthly salary x 12 + fixed bonuses + variable bonuses).
- Information on the number of job holders and the number of companies that provide data for each job.
- Benefits value per year for each position.
- Car value (total acquisition price) where applicable.


J17		Accountant				Overall market	
Statistics	Count	Percentile 10	Percentile 25	Average	Median	Percentile 75	Percentile 90
Monthly base pay	649 / 102	2,300	2,702	3,503	4,194	4,854	
Annual guaranteed cash	34 / 6	28,416	33,900	43,387	51,936	60,359	
Annual variable pay	349 / 55	0	0	3.3		7,124	
Variable pay (payout) %	349 / 55	0.00%	0.00%	7.0%		13%	
Variable pay (target) %	158 / 34	6.19%	8.00%	12.39%			
Total annual cash	349 / 55	29,283	34,800	45,101	42,270		
Statistics	Count	Percentile 25	Average	Median	Percentile 75	Percentile 90	
Benefits value per year	564 / 86	2,110	2,970	2,640	3,456		
Car value	15 / 4	-	-	-	-		
Regional data	Bucharest	Statistics	Count	Percentile 25	Average	Median	Percentile 75
		Monthly base pay	339 / 68	3,155	3,893	3,800	4,450
		Annual guaranteed cash	9 / 3	38,774	47,968	46,942	55,299
		Total annual cash	233 / 44	39,741	50,179	48,000	59,022
	Banat-Transylvania	Monthly base pay	181 / 34	2,378	3,066	2,900	3,577
		Annual guaranteed cash	17 / 3	30,612	38,561	36,250	46,191
		Total annual cash	80 / 13	30,624	39,698	37,020	46,331
	Moldova	Monthly base pay	35 / 4	2,332	2,905	2,598	3,354
		Annual guaranteed cash	-	27,984	35,697	31,897	41,750
		Total annual cash	10 / 3	27,984	36,990	32,441	43,550
	Muntenia	Monthly base pay	94 / 15	2,271	2,658	2,681	3,013
		Annual guaranteed cash	8 / 1	27,877	32,938	32,874	37,116
Total annual cash		26 / 5	28,908	33,388	33,399	37,116	
Variation from standard job	=	Statistics	Count	Percentile 25	Average	Median	Percentile 75
		Monthly base pay	637 / 100	2,709	3,492	3,333	4,188
		Annual guaranteed cash	34 / 6	33,966	43,266	41,058	51,756
		Total annual cash	342 / 55	34,717	44,988	42,292	53,466
	+	Monthly base pay	7 / 5	3,083	4,127	3,350	4,876
		Annual guaranteed cash	-	36,996	49,530	40,200	58,512
		Total annual cash	4 / 2	36,996	49,530	40,200	58,512
	-	Monthly base pay	5 / 4	-	2,116	2,112	-
		Annual guaranteed cash	-	-	25,865	25,656	-
Total annual cash		3 / 3	-	27,442	28,080	-	

Sample Data

Additionally: Data Analysis Tools

BENCHMARKING TOOL

General Market

J17 Accountant 

Please select the position:


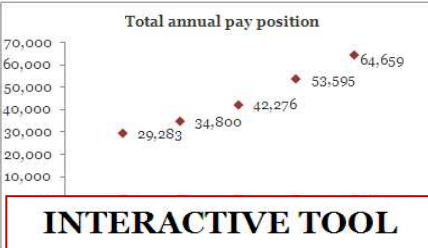
Please fill in the position salary information:

Monthly base pay: Gross RON

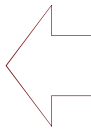
Fixed bonuses: Gross RON

Variable pay: Gross RON

General Market		
General statistics		
Gross RON	Monthly base pay	Total annual pay
MEAN	3,503	45,101
Percentile 10	2,300	29,283
Percentile 25	2,702	34,800
MEDIAN	3,346	42,276
Percentile 75	4,194	53,595
Percentile 90	4,854	64,659

Sample Data



Enables participating companies to assess and report the position of own salaries against sample statistics


Allows the selection of a benchmark sample of companies based on number of employees and revenue*



INTERACTIVE TOOL

Please select the position:

Please select filter criterion:

J17 Accountant 

Entire market			Your choice			Turnover less than 10 mln EUR		
General statistics			Selected statistics			Turnover less than 10 mln EUR versus Entire market		
Gross RON	Monthly salary	Total annual cash	Gross RON	Monthly salary	Total annual cash	%	Monthly salary	Total annual cash
MEAN	3,503	45,101	MEAN	3,893	49,591		11%	10%
Percentile 10	2,300	29,283	Percentile 10	3,180	38,160		38%	30%
Percentile 25	2,702	34,800	Percentile 25	3,695	44,340		37%	27%
MEDIAN	3,346	42,276	MEDIAN	4,041	52,210		21%	23%
Percentile 75	4,194	53,595	Percentile 75	4,460	56,315		6%	5%
Percentile 90	4,854	64,659	Percentile 90	4,460	58,320		-8%	-10%

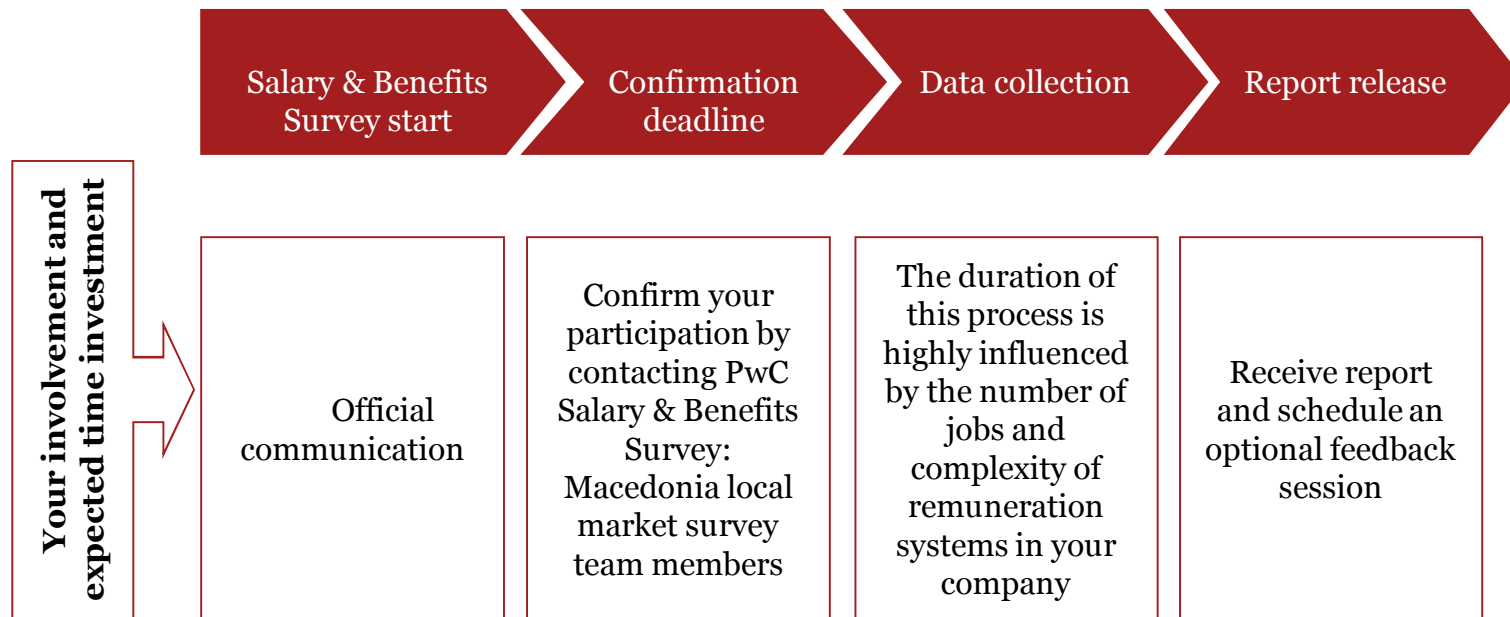
Sample Data

* Available comparisons depend on availability of data for each criteria range

Your Involvement as a Participant

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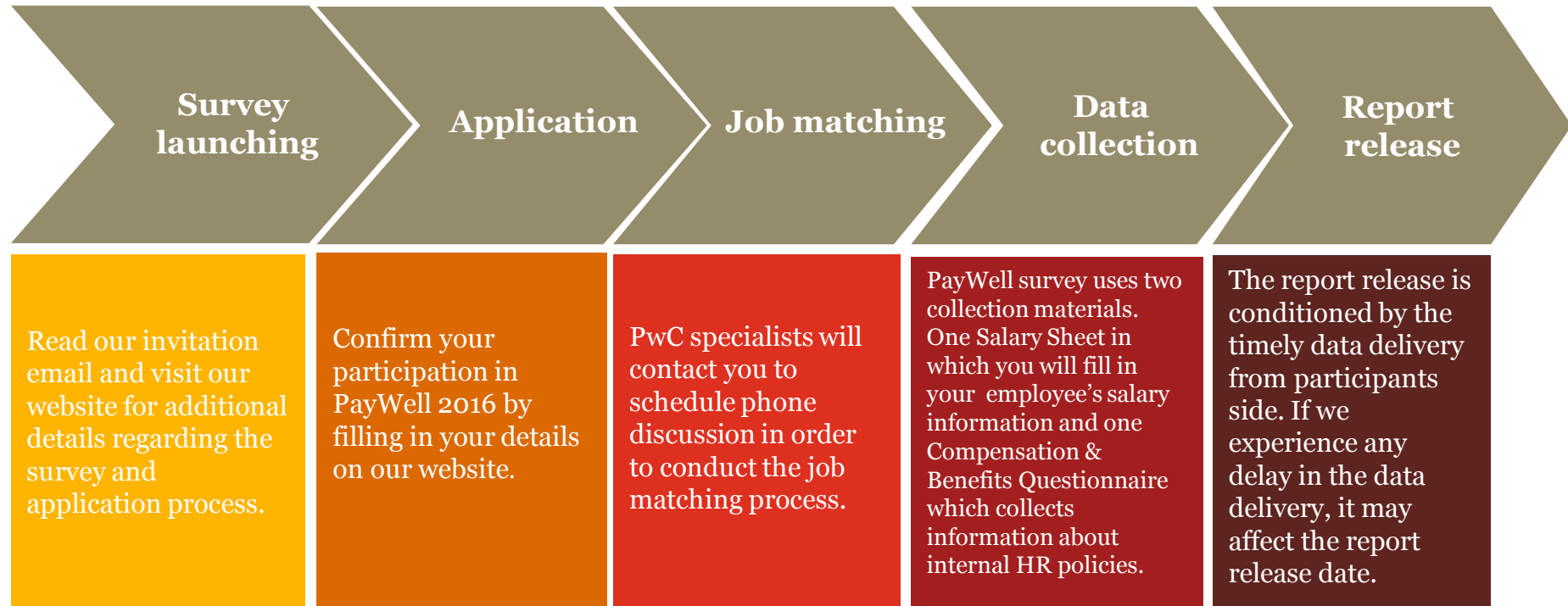
PwC Salary & Benefits Survey: Macedonia local market – Timeline & Fee



***See other side for more detailed timeline**

Our fee with regard to your participation in the Salary & Benefits Survey and for the detailed report you will benefit at the end of the survey is **1,200 Euro** (net of VAT).

Detailed Survey timeline



Why choose PwC Salary & Benefits Survey?

We offer:

- a detailed view of market salary statistics of individual positions
- an interactive tool allowing you to compare your salary levels with the selected market sample
- detailed job catalogues providing benchmark job descriptions for 800 positions
- detailed employee benefit costs provided for individual positions
- a detailed summary of typical market remuneration and employee benefit policies
- local PwC consultations available to help during job matching phase and output interpretations
- data confidentiality procedures making sure your inputs are protected
- internationally recognised methodology successfully implemented in several countries across CEE region

PayWell Salary & benefits survey

Fees

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6. PayWell Macedonia - Fees

Package	Full package, comprising:	Sector package, comprising:	Market package, comprising:
Content	<p>PayWell full report</p> <ul style="list-style-type: none"> ➤ Compensation and benefits analysis report; ➤ Salary data Report – Overall Market ➤ Salary data Report – Industry, FS or Telecom Services 	<p>PayWell sector report</p> <ul style="list-style-type: none"> ➤ Compensation and benefits analysis report; <p>and</p> <ul style="list-style-type: none"> ➤ Salary data Report – Industry, FS or Telecom Services 	<p>PayWell market report</p> <ul style="list-style-type: none"> ➤ Compensation and benefits analysis report; <p>and</p> <ul style="list-style-type: none"> ➤ Salary data Report – Overall Market.
Fee	EUR 4,000 (VAT exclusive)	EUR 2,500 (VAT exclusive)	EUR 2,500 (VAT exclusive)

PayWell Salary & benefits survey

Contact details



Contact us!



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Your PayWell Survey Team

Thank you

PwC HR Consulting Practice in CEE

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Appendix

Salary & Benefits Survey Sample Questionnaire ***(1/3)***

Section 1: Company Data Questionnaire

- Company name
- Location of company's head office
- Ownership status of the company (if 100% foreign ownership, country of origin of parent company)
- Company revenue and costs for the past financial year
- Employees' remuneration related costs (gross value) for the past year - costs related to compensations (e.g., salary, allowances, fixed bonuses, etc.) and to benefits (e.g., meal tickets/allowance, transportation, subsidised medical services, subsidised sport activities, etc.)
- Total number of full time employees (i.e. FTE = Full time equivalents) in the company
- Total number of employees who joined the company in the past year and who left the company last year

Salary & Benefits Survey Sample Questionnaire

(2/3)

Section 2: Salary Data Questionnaire

- Job title of the position in the company
- Number of employees for each position (employees should have the same job description, language requirements, and salary package - salary, bonuses, benefits)
- Monthly gross base pay of the employee (including permanent bonuses like length of service)
- Gross annual fixed bonuses (e.g., 13th month salary, Christmas bonus, etc.; not related to performance)
- Eligibility for variable pay (performance bonus)
- Paid and targeted gross annual performance bonuses
- Benefits value (all annual benefits costs per employee)
- Any additional types of payments not covered by items above

Salary & Benefits Survey Sample Questionnaire

(3/3)

Section 3: HR Systems & Policies

- Compensation Policies – Fixed Pay
- Compensation Policies – Variable Pay
- Probation Period
- Time Worked and Time Not Worked
- Performance Management
- General Policies
 - Protection benefits – pensions, insurance, medical
 - Social benefits – transportation, vouchers
 - Perk Benefits – company car, mobile phone
 - Wellbeing Benefits – sports, kindergarten

Additional information

Statistical values used in the outputs and this presentation

D₁ - First decile (10th percentile) is a number separating 10% of the lower and 90% of the higher values in a set of data.

Q₁ - Lower quartile (25th percentile) is a number for which 25% of the data is less and 75% of the data is higher than that number (it is the median of the lower half of a set of data).

Median (50th percentile) represents a number that lies exactly in the middle of a set of ordered data. If we have, for example, a set of 63 data, 31 of them have a value lower than (or equal to) the median, and 31 of them have a value higher than (or equal to) the median. However, the average may be substantially higher or lower than the median.

Q₃ - Upper quartile (75th percentile) is a number for which 75% of the data is less and 25% of the data is higher than that number (it is the median of the upper half of a set of data).

D₉ - Ninth decile (90th percentile) is a number separating 90% of the lower and 10% of the higher values in a set of data.

