

PayWell Moldova Salary & Benefits Survey 2023 edition

December 2023





Dear HR Professional,

We are pleased to announce the release of the 17th edition of our Salary & Benefits Survey - PayWell Moldova!

This document presents useful information about the survey: types of data analysed, content and structure of reports, as well as acquisition fees.

We look forward to helping you in developing competitive remuneration policies for your organisation.

PayWell Team

PayWell Moldova 2023

Sample overview

5

71

21,338

1,179

Industry sectors:

1. Banking
2. FMCG & Industry
3. IT
4. Telecom
5. Overall market

**Participant
companies**

Employees

**Benchmark
jobs**

5	71	21,338	1,179
Industry sectors: <ol style="list-style-type: none">1. Banking2. FMCG & Industry3. IT4. Telecom5. Overall market	Participant companies	Employees	Benchmark jobs

What is PayWell Salary & Benefits Survey?

PayWell report is a tool created to assist HR professionals and decision-makers to develop competitive HR policies that attract, motivate and retain talent & support the business strategy.

PayWell report provides specific information covering three areas:



1. Salary statistics by job and by grade

Illustrative

Office Manager

Sector	Overall	Job code	GEN-AD-F-
Job catalogue	Any	PwC Grade	9
Function	Any	Period	Monthly
Department	Any	Currency	MDL
		Adjustment	0.00 %



General report

All	#Comp/ #Emp	Average	10th percentile	25th percentile	Median	75th percentile	90th percentile
Base Pay	10 / 10	14,114	7,451	12,880	16,150	16,868	17,254
Guaranteed Pay	5 / 5	14,418	8,014	13,604	16,238	17,136	17,553
Variable Pay (Target)	6 / 6	11%	N/A	10%	10%	13%	N/A
Variable Pay (Paid Out)	8 / 8	1,900	N/A	1,593	1,715	2,331	N/A
Total Pay	10 / 10	11%	8%	8%	9%	14%	17%
Total Reward	9 / 9	1,842	920	1,259	1,563	2,411	2,871
		15,892	8,528	13,871	17,679	19,207	19,865
		17,001	8,553	15,582	18,782	19,830	21,730

General report

	#Comp/ #Emp	25th percentile	Median	75th percentile
Benefits cost	9 / 9	492	985	1,850
Deferred bonus	0 / 0	N/A	N/A	N/A
Car acquisition price	1 / 1	N/A	N/A	N/A
		#comp/ #empl.	%comp.	%empl.
Variable pay eligibility	8 / 8	80%	80%	
Company car eligibility	1 / 1	10%	10%	

- Statistics reflecting market data on base pay and guaranteed pay, variable pay (target and paid out value), total pay and total rewards + benefits cost, company car acquisition price and eligibility for variable pay and company car.
- Customised analysis depending on geographical distribution (Chisinau / Other regions), number of employees and company revenue.

2. Customised peer report*

On top of the statistics provided according to the selected package, you can receive a customised report. This report supports more accurate analysis based on the sample of companies selected by you.

Add Custom Report

All fields are mandatory.

Name	Customised report for Client "X"
(local version)	

Companies	Company 1
	Company 2
	Company 3
	Company 4
	Company 5

[Delete](#) -

Companies available

[Add](#) +

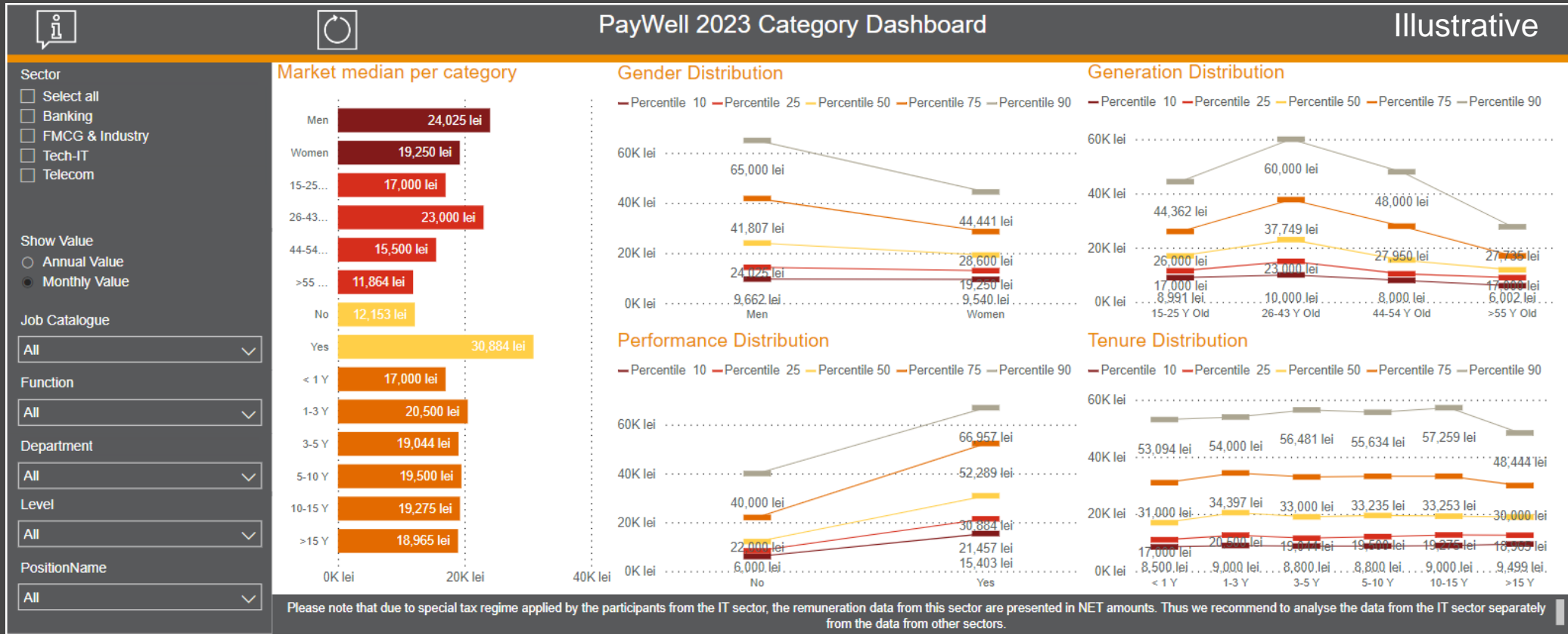
[Add](#) [Cancel](#)

*Available only for companies who acquire PayWell full / sectorial report. Please see details regarding reports & fees on slide 12. A minimum of 5 companies must be selected to create a Peer customised report, due to confidentiality reasons. The report will be generated by PwC and we reserve the right to restrict access to a Peer customised report if data confidentiality is not ensured.

The screenshot shows the PwC PayWell Job Report interface. The top navigation bar includes Home, About Paywell, Data collection, Reports, My account, and Log out. The main header displays 'Job Report' and 'Statistics for each individual position - based on selected criteria view and download salary & benefits data.' The interface includes a 'Year' dropdown set to 2022, and buttons for 'Hide Filters', 'Reset Filters', and 'Key Definitions'. A list of filter categories is shown on the left, with a dropdown menu for 'Sector' open, listing options like Overall, Banking, Telecom, IT, Pharmaceuticals, FMCG & Industry, Oil & Gas, NGO, and 'Customized report' (circled in red). A 'Job Variation' panel on the right shows checkboxes for '+', '-', '=', 'Reg', 'Chisinau', 'Other', and 'Headcount' ranges. An arrow points from the 'Customized reports' text to the 'Customized report' option in the dropdown. The word 'Illustrative' is written in orange in the top right corner. The footer contains 'ABOUT US', 'GET IN TOUCH' (with contact info: Tel: 076 055 158, Email: md_paywell@pwc.com), and 'SOCIAL MEDIA' (with icons for LinkedIn, Facebook, and YouTube).

Customised reports

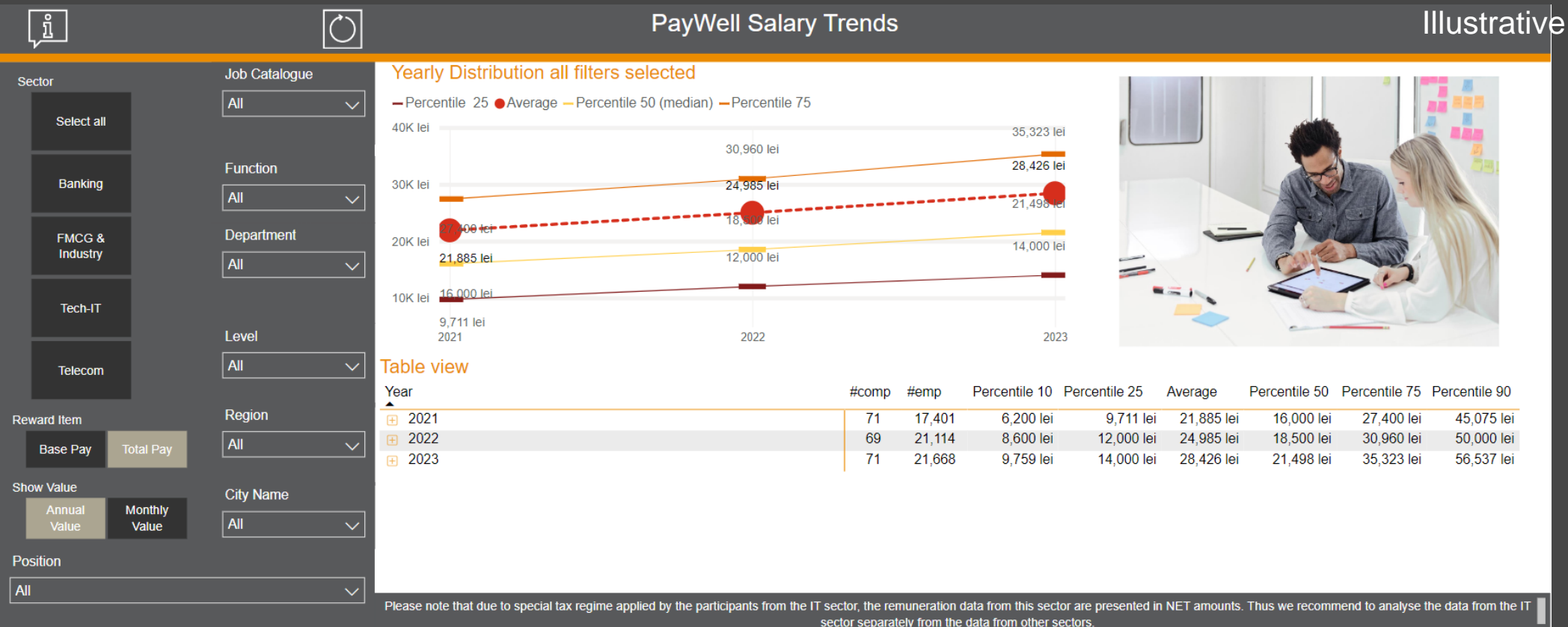
3. Interactive Click-On Dashboards (1/2)



Category Dashboard

- Aggregates data on multiple levels (all sectors, specific sector, function, department, level, city, region, job)
- Shows data on 4 different variables (gender, generation, tenure and performance)
- Drill down option which allows you to explore various data cuts that suit your needs
- Hover over views for details and additional insights

3. Interactive Click-On Dashboards (2/2)



Trends Dashboard

- Aggregates data on multiple levels (all sectors, specific sector, function, department, level, city, region, job)
- Shows year on year trend based on constant sample (3 years in total)
- Drill down option which allows you to explore various data cuts that suit your needs
- Hover over views for details and additional insights

4. Compensation & Benefits policies report

Compensation policies:

- Salary review policies
- Pay for time worked & not worked
- Fixed and variable bonuses
- Employment relations

Benefits policies:

- Details related to eligibility, cost / value for: protection benefits (pension, insurance, medical services), social benefits (transportation, vouchers), perks (company car, mobile phone), wellbeing benefits (sport, kindergarden).

Companies which offer salary increases (% of participants)

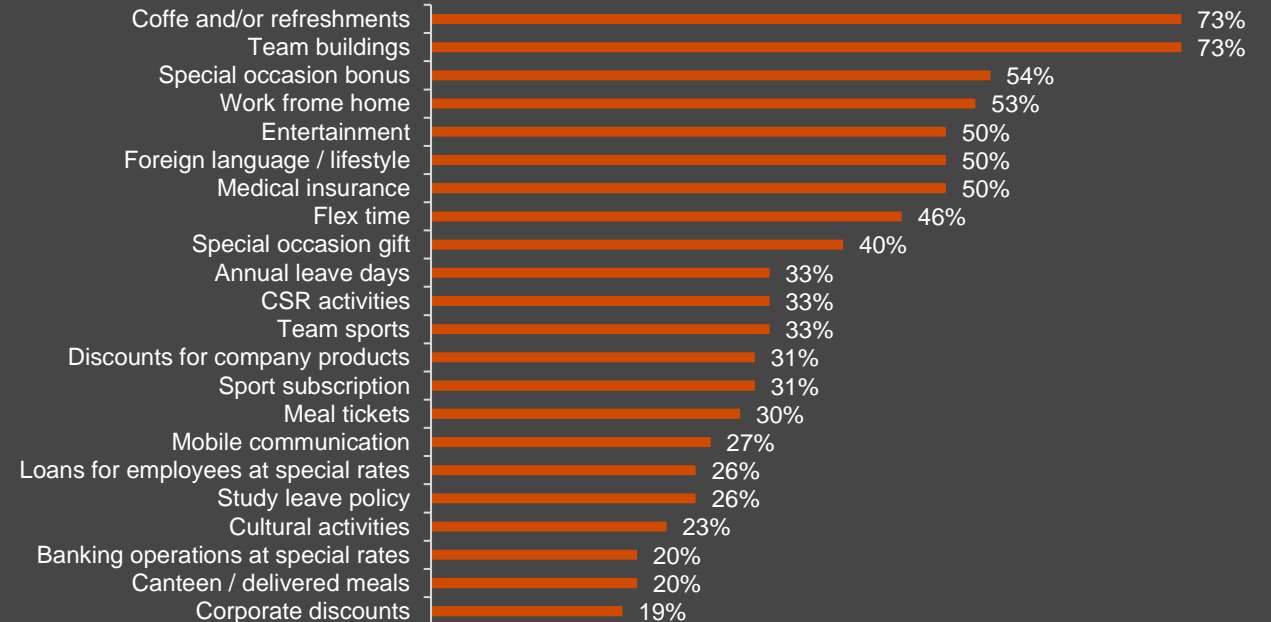
Sector	Yes	No
Banking	100%	0%
FMCG & Industry	100%	0%
IT	93%	7%
Telecom	100%	0%
Overall Market	96%	4%

Illustrative

Benefits offered to all staff (Overall Market)

Illustrative

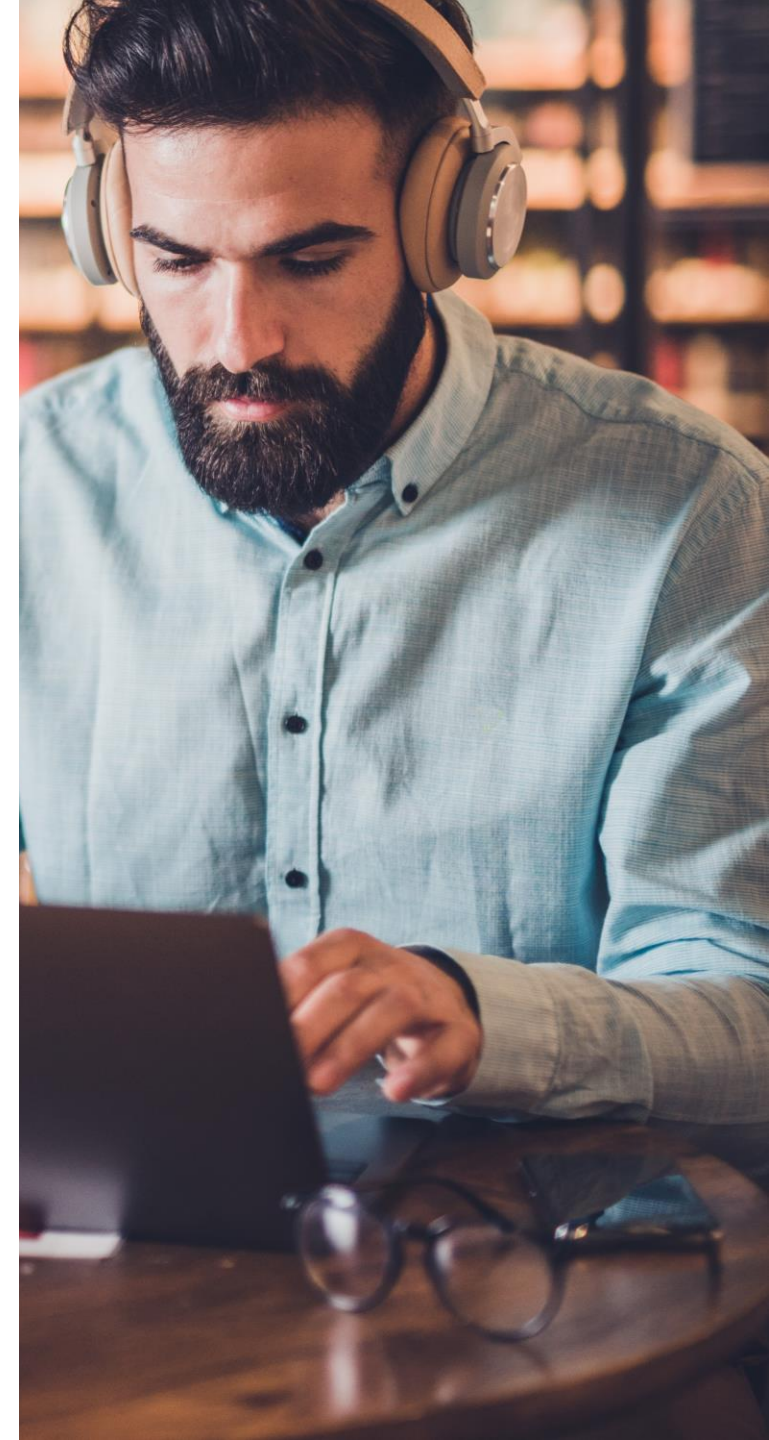
Example of benefits offered to all staff – Overall market



5. Workforce metrics report

The report presents the main metrics describing human capital effectiveness related to financial impact and productivity, engagement and HR function of the companies participating in the 2023 edition of PayWell Moldova Salary Benefits Survey.

Metric	Metric computation
Revenue / FTE	Revenue / Average FTE
Cost / FTE	Cost / Average FTE
Profit / FTE	Profit / Average FTE
Remuneration / Revenue	(Compensation costs + Benefits costs) / Revenue
Remuneration / Total Costs	(Compensation costs + Benefits costs) / Costs
Compensation / Revenue	Compensation costs / Revenue
Compensation / Total Costs	Compensation costs / Costs
Average remuneration	(Compensation costs + Benefits costs) / Average FTE
Average compensation	Compensation costs / Average FTE
Average benefits	Benefits costs / Average FTE
Benefits / Compensation	Benefits costs / Compensation costs
HC ROI	(Revenue - Nonwage costs) / (FTEs x Average Remuneration)
Termination rate	Total terminations / Average FTE
Involuntary termination rate	Total involuntary terminations / Average FTE
Resignation rate	Total resignations / Average FTE
FTEs / HR Dept FTE	Average FTE / HR number of FTE
External recruitment rate	Total external recruits / total headcount
Absence rate	All absence days / FTE Workdays
Absence cost / FTE	Absence rate x Compensation costs x 2 / Average FTI



PayWell report is available through PwC Survey Platform*



*access to PwC Survey Platform is provided to participants and companies that acquire the report, through allocation of a user name and a password.

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GET IN TOUCH

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PayWell packages

PayWell Report content

- Salary statistics by position and by grade
- Custom processed salary statistics (for selected sample of comparators), on request
- Interactive report (i.e. benchmarking tool for market index calculation, for participants only)
- Compensation and benefits analysis report
- Workforce metrics report

Subscription Options for non-participants:

Standard

Full - includes all analysed sectors
Fee: **EUR 2,700**

3 Sector - includes three analysed sectors
Fee: **EUR 2,200**

Sector - includes one analysed sector
Fee: **EUR 1,600**

Professional

Full - includes all analysed sectors
Fee: **EUR 3,100**

3 Sector - includes three analysed sectors
Fee: **EUR 2,600**

Sector - includes one analysed sector
Fee: **EUR 2,000**

PayWell Interactive Dashboards

Trends Dashboard

Highlights salary trends on same sample for a 3 years period.

Category Dashboard

Presents data on 4 different variables (gender, generation, tenure and performance)

Market Positioning Dashboard

Interactive benchmarking tool - view salary distribution and necessary budget increase to reach market for employees below market level

Purchase Options:

- **Trends and Category** dashboards are available only for professional subscriptions.
- Market positioning dashboard can be purchased only by participants for a fee of **EUR 450**.
- **Compensation and benefits policies analysis report** can be purchased separately by non-participants/participants that have chosen standard subscription for a fee of **EUR 350/EUR 250**.
- Dashboards cannot be purchased without **PayWell subscription**.



Please note that we will issue two invoices, at the signing of contract and delivery stage. Each of them will be in the amount of 50% of the chosen option (all discounts will reduce the amount of second invoice).

PayWell prices

		Participant Standard	Non-participant Standard	Participant Professional	Non-participant Professional	
Step 1	Sectors	1 sector	€900	€1,600	€1,200	€2,000
		3 sectors	€1,300	€2,200	€1,550	€2,600
		All sectors (includes overall market)	€1,500	€2,700	€1,800	€3,100
Step 2	Features, Support & Services	Salary statistics by position and by grade for all sectors	✓	✓	✓	✓
		Compensation and benefits policies analysis report	Summary - free/ Full report - 250€	Summary - free/ Full report - 350€	✓	✓
		Annual Key Findings & HR Barometers	✓	✓	✓	✓
		Macroeconomic Report	✓	✓	✓	✓
		Workforce metrics report	X	X	✓	✓
		Interactive report (i.e. benchmarking tool for market index calculation)	X	X	✓	X
		Category Dashboard	X	X	✓	✓
		Trends Dashboard	X	X	✓	✓
		Market Positioning Dashboard	450€	X	450€	X
		Custom processed salary statistics (for 2 selected sample of comparators, at least 5 companies per sample)	✓ - on request	X	✓ - on request	X
		Users per account	Up to 2	Up to 2	Up to 6	Up to 6
		Export functionality (excel)	X	X	✓	✓
		Salary statistics for a selected number of jobs from any sector (Job Report)	X	X	4 free	2 free

PayWell discounts

7% discount for 2 years of subscription or
15% discount for 3 years of subscription

15% discount for each referral

5 free job positions for participants that
contribute with salary data and do not
acquire any of subscriptions.



Collaboration is the KEY to success!

Let's talk!



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