

PayWell Moldova Salary & Benefits Survey 2021 edition

November 2021





Dear HR Professional,

We are pleased to announce the release of the 15th 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 2021

Sample overview

6	74	20,751	998
Industry sectors: <ol style="list-style-type: none">1. Banking2. FMCG & Industry3. IT4. Telecom5. Oil & Gas6. 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

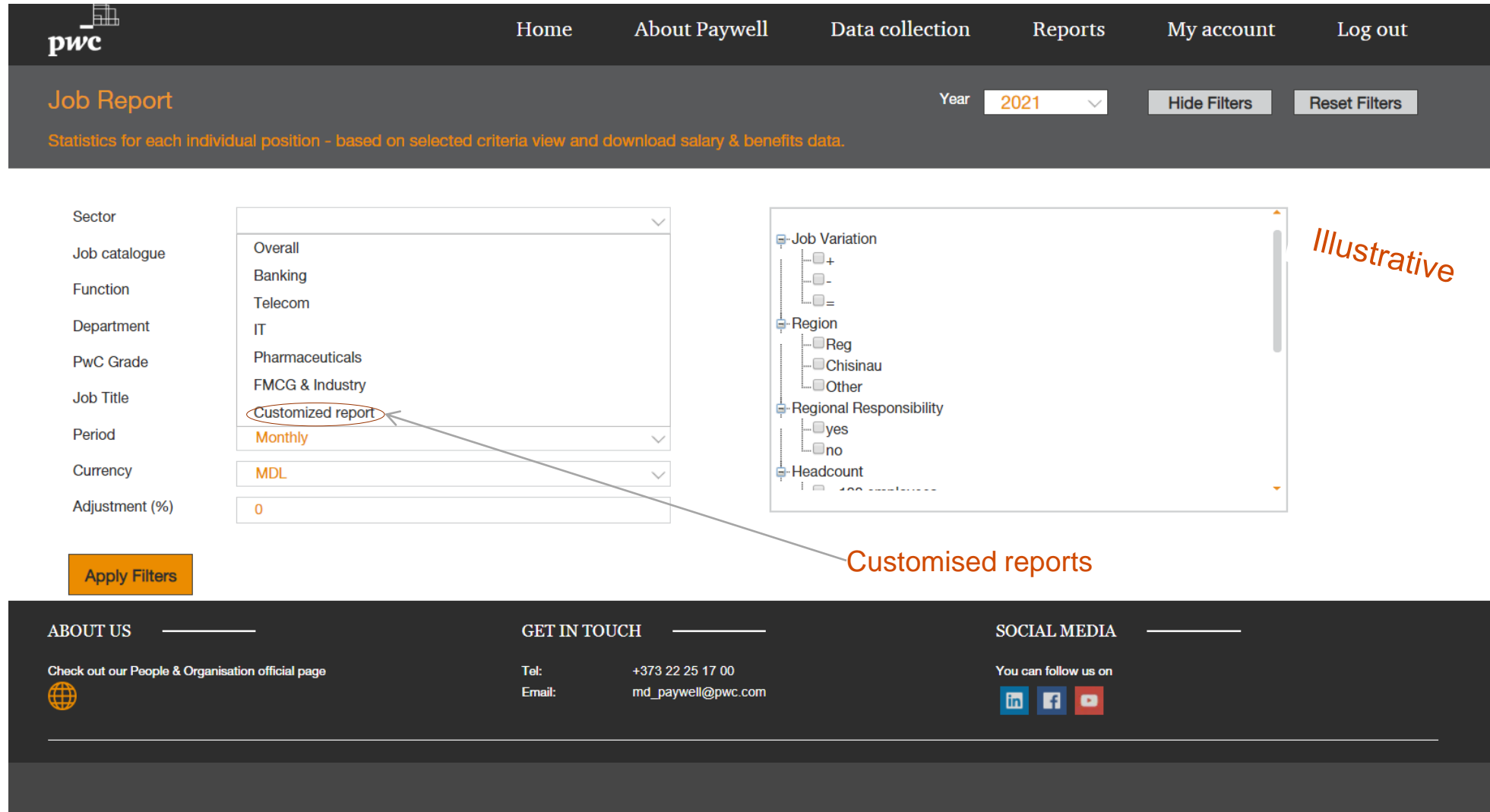
General report

	#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.



The screenshot displays the PwC PayWell 'Job Report' interface. At the top, there is a navigation bar with links for Home, About Paywell, Data collection, Reports, My account, and Log out. Below this, the 'Job Report' title is shown along with a 'Year' dropdown set to 2021 and buttons for 'Hide Filters' and 'Reset Filters'. A subtitle reads: 'Statistics for each individual position - based on selected criteria view and download salary & benefits data.'

The main content area features a list of filter categories on the left and a corresponding dropdown menu. The filters include: Sector, Job catalogue, Function, Department, PwC Grade, Job Title, Period, Currency, and Adjustment (%). The dropdown menu is open, showing options: Overall, Banking, Telecom, IT, Pharmaceuticals, FMCG & Industry, Customized report (circled in red), and Monthly. An arrow points from the 'Customized report' option to a tree view on the right.

The tree view on the right shows a hierarchy of report categories: Job Variation (with sub-options +, -, =), Region (with sub-options Reg, Chisinau, Other), Regional Responsibility (with sub-options yes, no), and Headcount (with a sub-option 100 employees). A red label 'Illustrative' is placed next to this tree view.

At the bottom of the filter list is an 'Apply Filters' button. A red label 'Customised reports' is positioned below the tree view, with an arrow pointing to the 'Customized report' option in the dropdown menu.

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

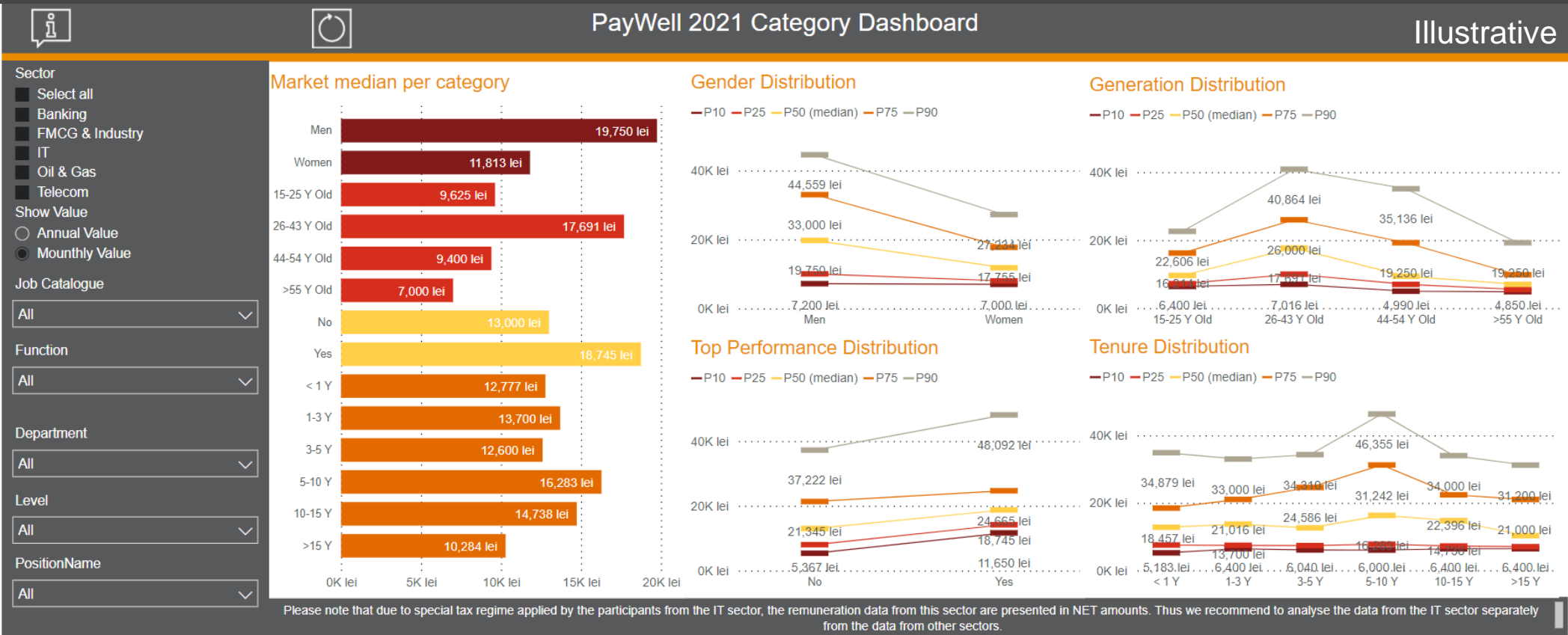
Add +

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.

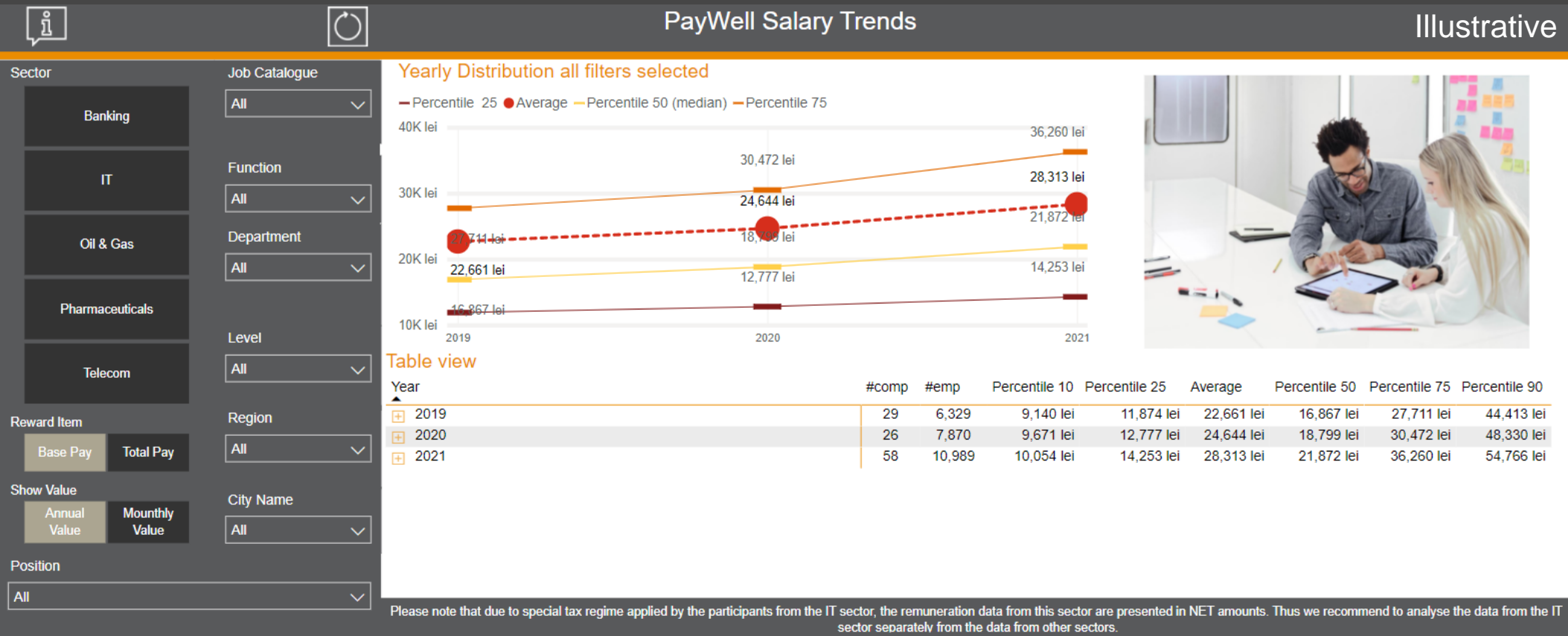
3. Interactive Click-On Dashboards (1/2)



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

Companies which offer salary increases (% of participants)

Sector	Yes	No	Postponed due to COVID - 19
Banking	75%	25%	0%
FMCG & Industry	69%	13%	0%
IT	79%	17%	4%
Oil & Gas	67%	0%	33%
Telecom	75%	25%	0%
Overall Market	76%	16%	8%

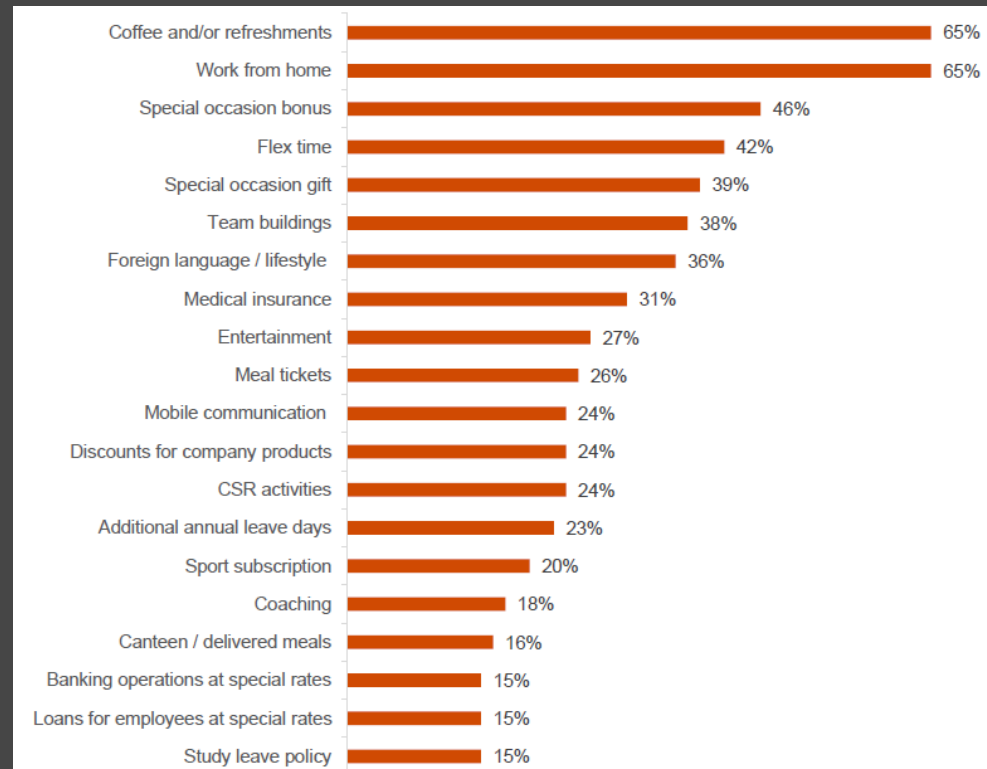
Illustrative

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).

Benefits offered to all staff (Overall Market)

Illustrative



(% of participants)

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 2021 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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Acquisition packages

PayWell Report content

- Salary statistics by position and by grade
- Custom processed salary statistics* (for selected sample of comparators), on request
- Compensation and benefits analysis report
- Key findings & Workforce metrics report
- Results presentation session, on request

Purchase Options:

Full - includes all analysed sectors, two custom processed salary reports*

Fee: **EUR 2,600****

Sector - includes one analysed sector, one custom processed salary report*

Fee: **EUR 1,600****

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)

Purchase Options:

- Dashboards cannot be purchased without **PayWell Report**
- **20% discount** if purchasing both dashboards
- **Compensation and benefits policies analysis report** can be purchased separately by non-participants for **EUR 480****

Each dashboard fee: **EUR 300****

* Only if there are at least 5 participants for one sector

** Fees are net of VAT

Let's talk!

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