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

**Industry sectors:**
1. Banking
2. FMCG & Industry
3. IT
4. Telecom
5. Oil & Gas
6. Overall market

<table>
<thead>
<tr>
<th>Industry sectors</th>
<th>Participant companies</th>
<th>Employees</th>
<th>Benchmark jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>6</strong></td>
<td><strong>74</strong></td>
<td><strong>20,751</strong></td>
<td><strong>998</strong></td>
</tr>
</tbody>
</table>
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**
   - Salary ranges for general and specific jobs, for the analysed sectors

2. **Total rewards**
   - Compensation
     - Financial incentives – fixed and performance-related bonuses

3. **Benefits**
   - Analysis of benefits granted
1. Salary statistics by job and by grade

- 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.

*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.
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

Source: Salary and Benefits Survey, PayWell 2021
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

Source: Salary and Benefits Survey, PayWell 2021
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, kindergarten).

Companies which offer salary increases (% of participants)

<table>
<thead>
<tr>
<th>Sector</th>
<th>Yes</th>
<th>No</th>
<th>Postponed due to COVID - 19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banking</td>
<td>75%</td>
<td>25%</td>
<td>0%</td>
</tr>
<tr>
<td>FMCG &amp; Industry</td>
<td>69%</td>
<td>13%</td>
<td>0%</td>
</tr>
<tr>
<td>IT</td>
<td>79%</td>
<td>17%</td>
<td>4%</td>
</tr>
<tr>
<td>Oil &amp; Gas</td>
<td>67%</td>
<td>0%</td>
<td>33%</td>
</tr>
<tr>
<td>Telecom</td>
<td>75%</td>
<td>25%</td>
<td>0%</td>
</tr>
<tr>
<td>Overall Market</td>
<td>76%</td>
<td>16%</td>
<td>8%</td>
</tr>
</tbody>
</table>
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.

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