

# PayWell 2022

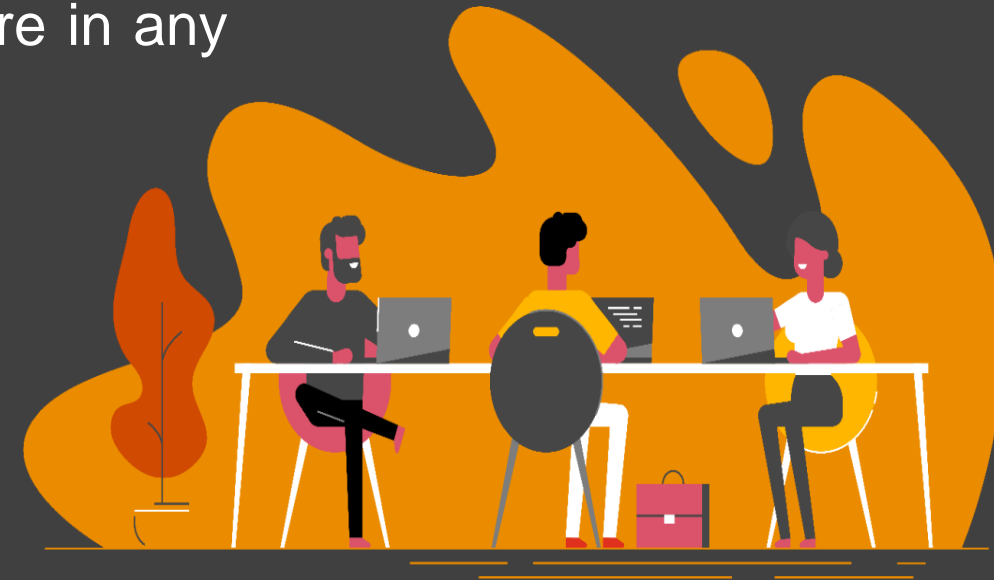
Salary and Benefits  
survey



# About PayWell

The purpose of **PayWell** Survey is to provide companies with reliable information on salaries and benefits, relevant HR policies, and comparative market data.

**PayWell** Salary and Benefits Survey Report will allow companies to compare their salaries and benefits with market data. It is an excellent tool for modelling a pay structure in any organisation.



# Benefits for the HR function

- The collected data will help the HR Function set priorities and focus on what to do. The HR Function will have access to best practices, it will be able to identify areas for cost reduction, as well as areas for efficiency increase and service improvement.
- The Salary and Benefits Survey Report will help you to translate HR insights into measurable quantitative indicators - the language well understood by top management and CFOs.



1.

step:

# Matching job titles/job positions

To achieve a high level of validity and reliability in data reporting, **PayWell** study is based on a job matching methodology.

Job matching is the process of matching PwC benchmark jobs to the jobs of participating companies, based on standardized job title/job position descriptions.

Job title in your company	Job Grade in your company	Position with regional responsibility — No. of countries (OPTIONAL)	Job code (CTRL+Q)	Position title (DO NOT FILL IN)	PayWell Grade (DO NOT FILL IN)
<i>Računovoda</i>	<i>A1</i>	<i>No</i>	<i>GEN-FI-A-8d</i>	<i>Accountant I</i>	<i>PWG</i>
Analyst			GEN-FI-C-8a	Financial Analyst II	8
Analyst			GEN-FI-C-8a	Financial Analyst II	8
Analyst			GEN-FI-C-8a	Financial Analyst II	8
Analyst			GEN-FI-C-8a	Financial Analyst II	8
Senior Analyst			GEN-FI-C-8b	Report Specialist	8
Senior Analyst			GEN-FI-C-8b	Report Specialist	8
Manager			GEN-FI-G-3	Finance Director II	13
Manager			GEN-FI-R-4	Risk Manager	11
Head			GEN-FI-S-5b	Chief Accountant II (IFRS)	10
Head			GEN-FI-S-5b	Chief Accountant II (IFRS)	10
Head			GEN-FI-S-5b	Chief Accountant II (IFRS)	10
Manager			GEN-FI-T-4	Treasury Manager	11
Head			GEN-FI-X-4	Tax Manager	11
Tax Officer			GEN-FI-X-7	Tax Specialist	8
Tax Officer			GEN-FI-X-7	Tax Specialist	8
Senior Officer			GEN-HR-C-7	Compensation and Benefits Specialist	9
Head			GEN-HR-L-4	Learning and Development Manager	10
Officer			GEN-HR-I-8b	Learning and Development Specialist	8

HR Specialist (Officer/Generalist) I	
Job code: GEN-HR-G-8	Sector: General
Level: 8. Specialist	Function: HR
PwC Grade: 7	Department: HR
Job summary	
Senior position (at least 5 years practical experience)	
This position oversees all aspects of the Human Resources function and successfully implements human resource projects. The HR Generalist is also responsible for addressing various HR questions from all of the company's employees.	
Main activities	
<ul style="list-style-type: none"> <li>Assists the HR Manager in one or more of the following areas: benefits and compensation, education and training, recruitment, job analysis and employee relations, performance review or evaluations.</li> <li>Carries out tasks and projects assigned by the HR / Personnel Manager and prepares reports and analyses according to requirements.</li> <li>Gathers and analyses data to determine, evaluate and improve methods and techniques for the administration of personnel programs.</li> <li>Provides information to authorised persons.</li> <li>Provides information for payroll and other uses.</li> <li>Monitors and provides information, reference documents and statistical data concerning the labour legislation, labour market conditions, wages and salary survey, to be used in the review of current contract provisions.</li> <li>Works under the supervision of more experienced colleagues or a manager.</li> </ul>	

- Matching job positions workshops
- Individual matching
- Data verification

2.

step:

## Filling out the Questionnaire

### Salary Questionnaire

**Salary Questionnaire collects data on the following items:**

- **Gross base salary**
  - Fixed bonus
  - Variable pay
- **Annual benefits value for each job title/job position**
  - **Vehicle value** (purchase price)
    - Car model
- **Information on the number of employees holding the same job title/job position**



### Questionnaire on Compensation and Benefits Policy

**Questionnaire on Compensation and Benefits Policy collects data on the following items:**

- **Compensation Policy** (employee compensation, assess employee performance, fixed bonuses, variable bonuses, starting salaries etc.)
- **Benefits Policy** (car, mobile phone, life insurance, private pension and health insurance, gifts on special occasions, social and sport activities etc.)
  - **HR Policies regarding COVID-19**

3.

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## Reporting

The entire **PayWell** Package comprises:

- **Detailed Salary Report by job title/job position (job report)**  
The Report gives a complete overview of salaries and other benefits for each job title/job position individually, and an overview of data by regions (Belgrade, Vojvodina, and the rest of Serbia). Reports are prepared for the entire market and for each sector separately.
- **Salary Summary by job title/job position (bulk job report)**  
The Summary provides a comparative overview of all job titles/job positions in a single document. You will receive four reports with different types of information. The first two reports involve monthly and yearly Base Pay Statistics, and the other two reports comprise monthly and yearly Total Pay Statistics. Reports are prepared for the entire market and for each sector separately.
- **Interactive report**  
A report that allows you to compare salary data with the selected sample and calculate the market index. In particular, the client chooses 2 variables (eg base pay, total pay, variable pay, total rewards, etc.) for which a comparison is made between the client's employee and the market result (eg Percentile 25, percentile 50, average, etc.). Additionally, market values are calculated excluding client data.



Note:

**PayWell** Report Package includes a salary overview for job titles/job positions grouped into PayWell pay grades: Reports are prepared for the entire market and for each sector separately, and are available in the form of Detailed Salary Report and Salary Summary by pay grades.



3.

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Reporting

## PayWell Platform

### The benefits of using the Platform:

- Access to the results on any device
- Interactive online filling of the salary questionnaire
- Creating an interactive report (selecting a peer group)
- Exporting the results in different formats (excel, pdf, xlm, etc.)
- Access to job catalogues

**Reports**

- Job report**  
Statistics for each individual position - based on selected criteria view and download salary & benefits data.
- Bulk job report**  
Statistics for multiple positions at once - based on selected criteria view and download salary & benefits data.
- Grade report**  
Statistics for each individual PayWell grade - based on selected criteria view and download salary & benefits data.
- Bulk grade report**  
Statistics for multiple PayWell grades at once - based on selected criteria view and download salary & benefits data.

**Bulk Job Report**  
Statistics for multiple positions at once - based on selected criteria view and download salary & benefits data.

**Job catalogues**  
The job catalogues include organisational charts and job descriptions for all positions analysed in PayWell 2019 - Salary and Benefits Survey.

- General market**  
Cross industry general functions (e.g. Finance, HR, IT, Sales, Marketing) - organisational charts and job descriptions.
- Banking sector**  
Banking sector specific positions - organisational charts and job descriptions.
- Leasing sector**  
Leasing sector specific positions - organisational charts and job descriptions.
- Retail sector**  
Retail sector specific positions - organisational charts and job descriptions.
- Pharmaceutical sector**  
Pharmaceuticals sector specific positions - organisational charts and job descriptions.
- Manufacturing sector**  
Manufacturing sector specific positions - organisational charts and job descriptions.
- Oil & Gas sector**  
Oil & Gas sector specific positions - organisational charts and job descriptions.
- IT & Communication sector**  
IT & Communication sector specific positions - organisational charts and job descriptions.

# Reporting

## Salary Market Statistics - Summary Report for job titles/job positions (Bulk job report)

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Bulk Job Report

Statistics

Year2016

Sector

Section

Option

Reward items

Job catalogue

Function

Department

Position Title

PwC Grade

Period

Currency

Any

Any

Any

Any

Any

Monthly

RSD

Display

Position Title

Job code

PwC Grade

#Comp

#Emp

10th percentile

25th percentile

Average

Median

75th percentile

90th percentile

Accountant I

GEN-FI-A-8d

8

33

108

80,477

96,856

128,819

114,040

144,510

182,879

Accountant II

GEN-FI-A-8e

6

34

164

48,298

59,231

81,219

77,089

96,775

124,822

BulkJobReport



## 3.

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## Reporting

## Salary Market Statistics - Detailed Report for job titles/job positions (job report)

## Accountant II

Performs professional accounting work in a company. Knowledge of the theory and practice of recording and classifying of financial transactions required. Follows accounting regulations and company procedures. Works under supervision of an accountant.

Sector	Overall	Job code	GEN-FI-A-8e
Job catalogue	General	PwC Grade	6
Function	Finance	Period	Monthly
Department	Accounting	Currency	RSD
		Adjustment	0.00 %

## General report

All	#Comp/ #Emp	Average	10th percentile	25th percentile	Median	75th percentile	90th percentile
Base Pay	37 / 321	90,541	58,761	68,500	85,153	105,307	133,897
Guaranteed Pay	37 / 321	102,246	68,462	78,872	97,208	122,333	145,785
Variable Pay		12%	6%	8%	10%	14%	25%
(Target)	20 / 141	11,643	3,456	5,757	9,447	14,207	25,274
Variable Pay		9%	3%	4%	8%	10%	16%
(Paid Out)	29 / 183	8,840	2,547	3,633	6,316	10,187	15,331
Total Pay	37 / 321	106,220	69,173	79,810	103,065	127,069	154,002
Total Reward	37 / 201	107,610	69,173	80,597	103,608	128,944	154,839

## Section - Job Variation

+	#Comp/ #Emp	Average	10th percentile	25th percentile	Median	75th percentile	90th percentile
Base Pay	3 / 8	93,153	71,658	80,818	98,688	105,833	109,039
Guaranteed Pay	3 / 8	108,611	83,428	95,507	116,187	119,321	125,355
Variable Pay		N/A	N/A	N/A	N/A	N/A	N/A
(Target)	2 / 6	N/A	N/A	N/A	N/A	N/A	N/A
Variable Pay		N/A	N/A	N/A	N/A	N/A	N/A
(Paid Out)	2 / 5	N/A	N/A	N/A	N/A	N/A	N/A
Total Pay	3 / 8	116,271	84,654	101,203	117,954	132,215	142,784
Total Reward	2 / 6	116,961	85,334	102,127	118,408	133,124	143,692

## Section - Job Variation

-	#Comp/ #Emp	Average	10th percentile	25th percentile	Median	75th percentile	90th percentile
Base Pay	1 / 1	N/A	N/A	N/A	N/A	N/A	N/A
Guaranteed Pay	1 / 1	N/A	N/A	N/A	N/A	N/A	N/A
Variable Pay		N/A	N/A	N/A	N/A	N/A	N/A
(Target)	0 / 0	N/A	N/A	N/A	N/A	N/A	N/A
Variable Pay		N/A	N/A	N/A	N/A	N/A	N/A
(Paid Out)	0 / 0	N/A	N/A	N/A	N/A	N/A	N/A
Total Pay	1 / 1	N/A	N/A	N/A	N/A	N/A	N/A
Total Reward	1 / 1	N/A	N/A	N/A	N/A	N/A	N/A

PayWell 2019  
Republic of Serbia

## General report

	#Comp/ #Emp	25th percentile	Median	75th percentile
Benefits cost	37 / 201	908	1,692	2,918
Deferred bonus	53 / 288	1,058	4,179	7,049
Car acquisition price	0 / 0	N/A	N/A	N/A

	#comp. #empl.	%comp.	%empl.
Variable pay eligibility	39 / 241	68%	75%
Company car eligibility	0 / 0	0%	0%

## Section - Job Variation

	#Comp/ #Emp	25th percentile	Median	75th percentile
Benefits cost	2 / 6	N/A	N/A	N/A
Deferred bonus	3 / 7	4,683	5,339	7,382
Car acquisition price	0 / 0	N/A	N/A	N/A

	#comp. #empl.	%comp.	%empl.
Variable pay eligibility	2 / 6	67%	75%
Company car eligibility	0 / 0	0%	0%

## Section - Job Variation

	#Comp/ #Emp	25th percentile	Median	75th percentile
Benefits cost	0 / 0	N/A	N/A	N/A
Deferred bonus	1 / 1	N/A	N/A	N/A
Car acquisition price	0 / 0	N/A	N/A	N/A

	#comp. #empl.	%comp.	%empl.
Variable pay eligibility	0 / 0	0%	0%
Company car eligibility	0 / 0	0%	0%

3.

step:

## Reporting

## Compensation and Benefits Policy Report

**3. Subscription to private health insurance**

The subscription to a private health insurance is offered by 48% of participating organisations to all categories of staff in addition to the mandatory occupational medical services required by law.

Private medical clinic (% of participants)	All staff
Banking	59%
Leasing	43%
FMCG	33%
Industry	33%
IT&Comm	68%
Pharmaceutical	57%
Retail	20%
Other	63%
Overall Market	48%

**2.2. Salary negotiation**

70% respondents negotiate salaries in Local currency. 29% of companies negotiate salaries in foreign currency. When it comes to Gross vs. Net, 60% of the respondents prefer the gross negotiation.

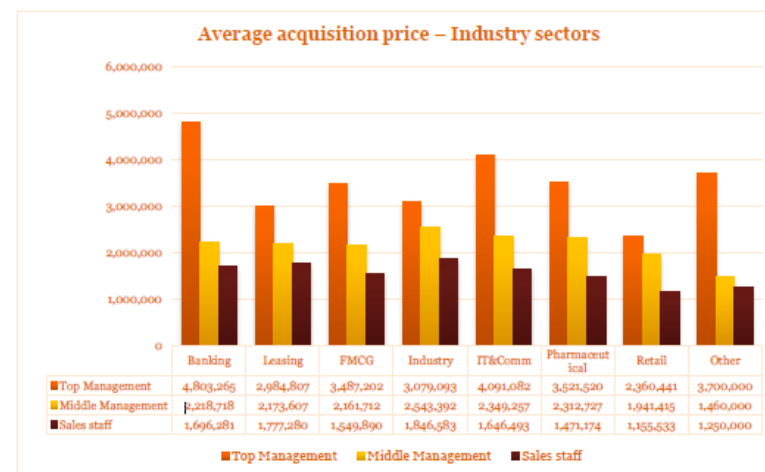
Negotiation (% of participants)	EUR	Local currency	USD	Gross	Net
Banking	12%	88%	0%	76%	24%
Leasing	29%	71%	0%	29%	71%
FMCG	0%	100%	0%	100%	0%
Industry	33%	67%	0%	81%	19%
IT&Comm	63%	32%	5%	26%	74%
Pharmaceutical	14%	86%	0%	86%	14%
Retail	20%	80%	0%	30%	70%
Other	25%	75%	0%	50%	50%
Overall Market	29%	70%	1%	60%	40%

**12. Company car**

84% of respondents provide company cars to Top management staff category, either for business purposes only or including personal usage.

Company car (% of participants)	Top Management	Middle Management	Sales staff
Banking	100%	76%	71%
Leasing	100%	71%	43%
FMCG	100%	100%	89%
Industry	90%	43%	48%
IT&Comm	53%	37%	42%
Pharmaceutical	100%	100%	86%
Retail	80%	70%	30%
Other	63%	50%	25%
Overall Market	84%	62%	53%

Below is represented the breakdown of average car acquisition price within different industries:





## Confidentiality

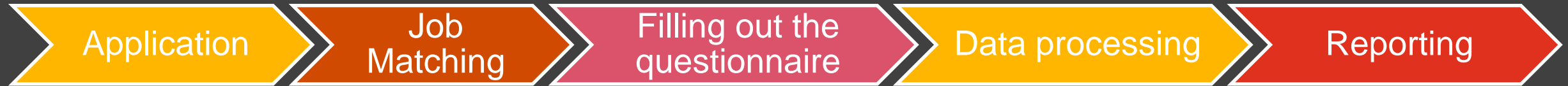
**All client information received during the survey will be treated as strictly confidential.** Each questionnaire will be password protected. Salary data will refer to encrypted data jobs, and will not include the names of the persons holding such jobs.

The received data will be statistically analysed and presented in the report as a summary.

Confidentiality rules will ensure that no individual data will be visible in the report.

If there are less than three entries for one position or if only one or two companies provide entries for one position (irrespective of the volume of data regarding job titles), no data will be presented.

# Research Timeline



**June**

## Launching the Survey

To participate in the Survey send your Applications to [rs\\_paywell@pwc.com](mailto:rs_paywell@pwc.com)

**The registration deadline is 20. June 2022.**

**July**

## Job Matching

In July, we will organize workshops where we will go through instructions for proper matching of positions. In addition, individually with all participants, we will go through all the elements in detail to ensure the successful execution of the data collection process.

**August - September**

## Filling out the questionnaire

After attending the workshop, you will receive questionnaires as well as **PayWell** position matching catalogs. The PwC team will be available at any time to assist with data collection.

**The questionnaire completion deadline is 16. September 2022.**

**September**

## Data Analysis and Report Preparation

Once the questionnaires have been received, PwC's team will perform final checks, and will prepare the received data for processing.

**October**

## Reporting

**PayWell reports will be available in October 2022.**

# Fees



Package	Fee (EUR) – exclusive of VAT
<p>The PayWell Report Package includes:</p> <ul style="list-style-type: none"> <li>• Salary Survey Report</li> <li>• Compensation and Benefits Report</li> <li>• Participants list</li> <li>• Research Methodology</li> <li>• Assistance in interpreting the results and a tour through the PayWell Platform</li> </ul>	950
<ul style="list-style-type: none"> <li>• Fee for purchasing the PayWell report package without participating in the survey</li> </ul>	3000

## Notes:

- The availability of the reports may vary depending of the volume of collected data.
- The Fee is exclusive of VAT





# Contact us!

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