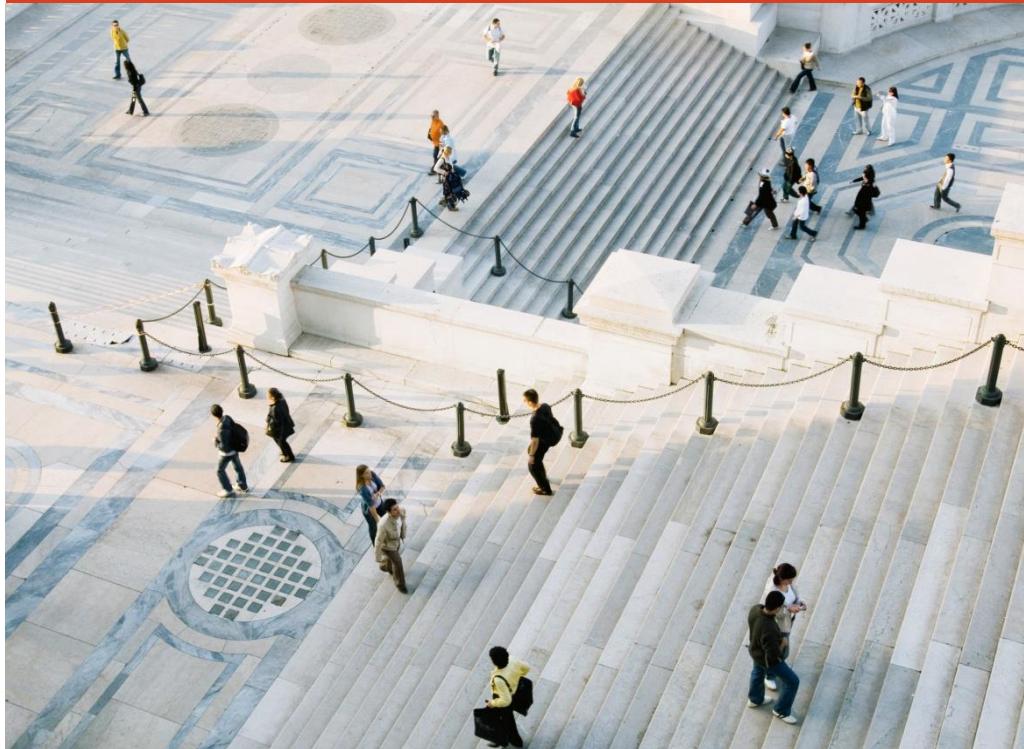


PayWell Macedonia Salary & Benefits Survey Report 2012 edition



PayWell Salary & benefits survey

Introduction

1

1. PayWell Macedonia 2012

Introduction

PricewaterhouseCoopers Macedonia conducted the survey during the period January 2013 – May 2013.

The PayWell 2012 Salary and Benefits survey report for Macedonia was released on 31 May 2013. As a result of our survey overall market data and industry sectorial reports are available. The survey covers all job positions and provides detailed information on the compensation and benefit policies used by companies active on the Macedonian market. The survey conducted had some of Macedonian's largest employers.

The depth and spread of the report, its tenure and the quality of organisations involved make PayWell 2012 a unique and valuable instrument aiming to aid overall remuneration and retention planning.

A total of 16 companies submitted information on their job positions, providing the qualitative and quantitative data necessary when considering changes to the 2013 compensation and reward offering for all key individuals.

PayWell Salary & benefits survey

List of participants

2

2. PayWell Macedonia 2012 - Participants

The 2012 edition of PayWell Macedonia Salary & Benefits Survey analysed the following 16 organizations:

No	Company	Sector
1	European Bank for Reconstruction and Development	Financial Services
2	Alpha Bank	Financial Services
3	NLB Tutunska Bank	Financial Services
4	Saving House Moznosti	Financial Services
5	Sparkasse Bank	Financial Services
6	Arcelor Mittal CRM	Industrial Products
7	DMM Draxelmaier	Industrial Products
8	Johnson Matthey	Industrial Products
9	OKTA	Industrial Products
10	Schenker	Industrial Products
11	Feni Industries	Industrial Products
12	Wabtec MZT	Industrial Products
13	Kromberg and Schubert	Industrial Products
14	Pivara	Industrial Products
15	Zito Luks	Industrial Products
16	One	Telecommunications

PayWell Salary & benefits survey

Report Structure

3

3. PayWell Macedonia 2012 - Report structure

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

PayWell report is structured in three different sections:

- Introduction, consisting of information on the survey methodology and data confidentiality;
- Compensation and benefits analysis report, providing information on the compensation and benefits systems and trends on the Macedonian market;
- Salary data report, providing salary statistics for each analyzed job.

www.pwc.com/mk

PayWell/Macedonia Salary & Benefits Survey

Compensation and benefits analysis report

2012 Edition



PayWell Macedonia 2012 - Report structure

PayWell Macedonia 2012 data collection package included:

Benchmark jobs catalogue comprising 803 benchmark jobs, grouped in 3 categories:

- general jobs, common to all companies (351 jobs);
- specific jobs for Manufacturing (60 jobs);
- specific jobs for Financial services (392 jobs).

Salary data collection sheet, gathering information on:

- Gross monthly salary, as per December 2012 payroll;
- Annual bonuses: fixed (independent of performance, e.g. thirteenth month salary, Christmas bonus etc.) and variable (sales commissions and/or performance bonus).

PayWell Macedonia 2012 - Report structure

- Annual value of benefits granted, as per December 2012 policy;
- Company car acquisition price.

Compensation & benefits policy questionnaire, gathering:

Organisational data: sector, turnover, headcount;

Compensation policies data: salary negotiations and reviews, salary increases, fixed and variable bonuses, holiday and leave policies etc.;

Employees' benefits data: staff categories entitled, cost and usage policies.

PayWell Salary & benefits survey

Salary sample output

4

4. PayWell Macedonia 2012 - Salary sample (General Data)

IT Manager I

Sector		Overall	Job code	GEN-IT-G-4a
Job catalogue		General	PwC Grade	12
Function		Information Technologies	PwC Level	4. Managers
Department		IT Systems & Infrastructure	Period	Monthly
			Currency	MKD
			Adjustment	0.00 %



General report								General report							
All	#Comp/ #Emp	Average	10th percentile	25th percentile	Median	75th percentile	90th percentile		#Comp/ #Emp	25th percentile	Median	75th percentile			
Base Pay	5/5	N/A	N/A	95,278	N/A	N/A		Benefits cost	3/3	N/A	N/A	N/A			
Guaranteed Pay	1/1	N/A	N/A	95,278	N/A	N/A		Car acquisition price	2/2	N/A	N/A	N/A			
Variable Pay (Target)	0/0	N/A	N/A	N/A	N/A	N/A							#comp./ #empl.	%comp.	%empl.
Variable Pay (Paid Out)	1/1	N/A	N/A	N/A	N/A	N/A		Variable pay eligibility	1/1	20%	20%				
Total Pay	5/5	N/A	N/A	101,456	N/A	N/A		Company car eligibility	2/2	40%	40%				
Total Reward	3/3	N/A	N/A	101,456	N/A	N/A									
Section - Job Variation								Section - Job Variation							
+	#Comp/ #Emp	Average	10th percentile	25th percentile	Median	75th percentile	90th percentile		#Comp/ #Emp	25th percentile	Median	75th percentile			
Base Pay	0/0	N/A	N/A	N/A	N/A	N/A	N/A	Benefits cost	0/0	N/A	N/A	N/A			
Guaranteed Pay	0/0	N/A	N/A	N/A	N/A	N/A	N/A	Car acquisition price	0/0	N/A	N/A	N/A			
Variable Pay (Target)	0/0	N/A	N/A	N/A	N/A	N/A	N/A						#comp./ #empl.	%comp.	%empl.
Variable Pay (Paid Out)	0/0	N/A	N/A	N/A	N/A	N/A	N/A	Variable pay eligibility	0/0	0%	0%				
Total Pay	0/0	N/A	N/A	N/A	N/A	N/A	N/A	Company car eligibility	0/0	0%	0%				
Total Reward	0/0	N/A	N/A	N/A	N/A	N/A	N/A								

PayWell Macedonia 2012 Salary & Benefits Survey, Salary Data - Overall Market

PayWell Macedonia 2012 - Salary sample (Job Variation)

Section - Job Variation

	#Comp/ #Emp	Average	10th percentile	25th percentile	Median	75th percentile	90th percentile		#Comp/ #Emp	25th percentile	Median	75th percentile
Base Pay Guaranteed Pay	1/1	N/A	N/A	N/A	N/A	N/A	N/A	Benefits cost	0/0	N/A	N/A	N/A
	0/0	N/A	N/A	N/A	N/A	N/A	N/A		0/0	N/A	N/A	N/A
Variable Pay (Target)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Car acquisition price	1/1	N/A	N/A	N/A
	0/0	N/A	N/A	N/A	N/A	N/A	N/A		0/0	N/A	N/A	N/A
Variable Pay (Paid Out)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	#comp./ #empl.	N/A	N/A	N/A	N/A
	0/0	N/A	N/A	N/A	N/A	N/A	N/A		0/0	N/A	N/A	N/A
Total Pay Total Reward	1/1	N/A	N/A	N/A	N/A	N/A	N/A	Variable pay eligibility	0/0	0%	0%	0%
	0/0	N/A	N/A	N/A	N/A	N/A	N/A		1/1	100%	100%	100%

Section - Job Variation

	#Comp/ #Emp	Average	10th percentile	25th percentile	Median	75th percentile	90th percentile		#Comp/ #Emp	25th percentile	Median	75th percentile
Base Pay Guaranteed Pay	4/4	97,105	N/A	N/A	83,731	N/A	N/A	Benefits cost	3/3	N/A	N/A	N/A
	1/1	98,093	N/A	N/A	85,705	N/A	N/A		1/1	N/A	N/A	N/A
Variable Pay (Target)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Car acquisition price	1/1	N/A	N/A	N/A
	0/0	N/A	N/A	N/A	N/A	N/A	N/A		0/0	N/A	N/A	N/A
Variable Pay (Paid Out)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	#comp./ #empl.	N/A	N/A	N/A	N/A
	1/1	N/A	N/A	N/A	N/A	N/A	N/A		0/0	N/A	N/A	N/A
Total Pay Total Reward	4/4	99,637	N/A	N/A	88,795	N/A	N/A	Variable pay eligibility	1/1	25%	25%	25%
	3/3	102,205	N/A	N/A	92,680	N/A	N/A		1/1	25%	25%	25%

This publication has been prepared for general guidance on matters of interest only, and does not constitute professional advice. You should not act upon the information contained in this publication without obtaining specific professional advice. No representation or warranty (express or implied) is given as to the accuracy or completeness of the information contained in this publication, and, to the extent permitted by law, PwC, its members, employees and agents do not accept or assume any liability, responsibility or duty of care for any consequences of you or anyone else acting, or refraining to act, in reliance on the information contained in this publication or for any decision based on it.

PayWell Salary & benefits survey

Fees

5

5. PayWell Macedonia 2012 - Fees

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

** Discounts from the above prices are available in case you commit to participate in the PayWell Survey for 2013*

PayWell Salary & benefits survey

Contact details

6

Should you need further information, please do not hesitate to contact us:

Miroslav Marchev,

TLS Leader

miroslav.marchev@mk.pwc.com

+389 23 140 900

Biljana Mandarik,

HR Leader

biljana.mandarik@mk.pwc.com

+389 23 140 900

or

hrs.surveys@mk.pwc.com

***With the kindest regards,
Your PayWell team***

Thank you!