

PayWell 2020

Salary and Benefits Survey



pwc

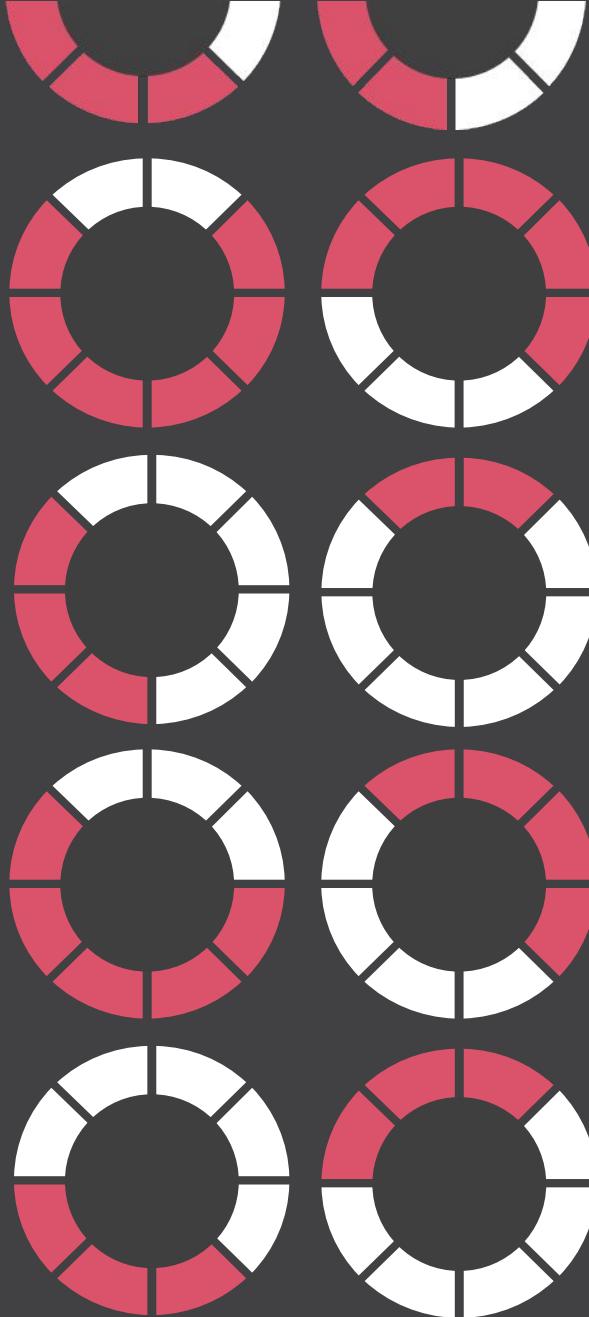
About the Survey

“

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. **PayWell** Salary and Benefits Survey has been successfully conducted in North Macedonia since 2010.

PayWell is conducted in 11 CEE countries.



Previous Editions

PayWell 2016

Seven (7) companies participants operating in two industry sectors:

- Industry Sector
- Information Technology & Communication

PayWell 2014

Five (5) companies participants from the Industry sector.

PayWell 2013

eleven (11) companies participants operating in two industry sectors:

- Industry Sector
- Telecommunications



PayWell 2012

Sixteen (16) companies participants operating in two industry sectors:

- Manufacturing
- Financial Services

PayWell 2011

Thirteen (13) companies participants from the Manufacturing sector.

PayWell 2010

Fifteen (15) companies participants operating in three industry sectors:

- Industry Sector
- Financial Services
- Telecommunications

Our Approach

- Support
- Flexibility
- Availability
- Global Approach
- Data Verification
- Methodology transfer
- Long term planning

Benefit 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 standardised job title/job position descriptions.



www.pwc.rs

PayWell
Salary &
Benefits Survey

Benchmark jobs
catalogue -
General jobs

2016 Edition

pwc

- Matching Job Positions Workshops
- Individual Matching
- Data Verification

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)	PayWell Grade (DO NOT FILL IN)
Racunovoda	A1	No	GEN-FI-A-8d	Accountant I	PWG	
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-L-8b	Learning and Development Specialist	8	

2.

step:

Filling out the Questionnaire

Salary Questionnaire

The questions will collect the following data:

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



Questionnaire on Compensation and Benefits Policy

The Questionnaire on Compensation and Benefits Policy will collect data on the following items:

Compensation Policy

The survey results are used by companies to determine employee compensation, assess employee performance, peg salaries to foreign currency (MKD / EUR), and to determine items such as fixed bonuses (food allowance, transport allowance, recourse, 13th month pay), variable bonuses, starting salaries, annual leave, overtime hours and flexible working hours, relocation and retention incentives, outsourcing policy, and other items.

Benefits Policy

The Benefits Policy Analysis provides companies with insight into the existing categories of benefits (car, mobile phone, life insurance, private pension and health insurance, social activities, gifts on special occasions, sports activities, etc.) by job titles/job positions, costs, and the use of options.

The 2020 Survey will cover 20 Saratoga indicators applicable to the following areas:

- Turnover, cost and profit per employee
- Workforce structure
- Human Capital return on investment
- Learning and Development cost per employee
- Analysis of earnings structure (average earnings), considering separately items such as base salary, variable salary and benefits.
- Absenteeism and cost of absenteeism
- Employee turnover

2. step:

Filling out the Questionnaire

The Questionnaire on Compensation and Benefits Policy

Saratoga indicators

Saratoga is a unique HR metrics system for human capital measurement and benchmarking. It helps organisations identify employees' performance/impact on the company, and benchmark the company against the market.

Methodology

Saratoga methodology involves using exact detailed definitions for each item that is being collected. In such a way Saratoga guarantees that the data may be benchmarked against the market, and that they are relevant for decision-making purposes.



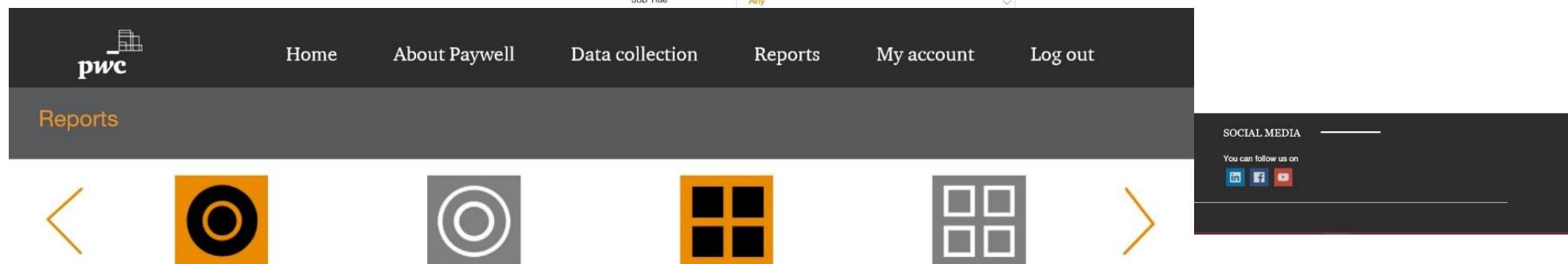
3.

step: Reporting

New Platform

The Benefits of Using the Platform

- Access to the results on any device
- Creating an interactive report (selecting a *peer group*)
- Exporting the results in different formats (excel, pdf, xlm, itd.)
- Access to job catalogues



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

Sector: FMCG
Job catalogue: RS General
Function: Any
Department: Any
Job Title: Any

Section: Region
Option: Belgrade
Reward Item: Total Reward
PwC Grade: Any

SOCIAL MEDIA
You can follow us on
  

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.

3. step:

Reporting

The entire **PayWell** Package comprises:

Detailed Salary Report by job title/job position

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 (Skopje and the rest of North Macedonia). Reports are prepared for the entire market and for each sector separately.

Salary Summary by job title/job position

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.

Peer Report

The Report allows you to select a peer group (peer companies), and is based on the selected companies' data. To get a representative sample, a minimum of three companies must be included. We suggest that more than three companies comprise the peer group since larger sample sizes will give more job titles/job positions to compare.

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

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. step:

Reporting

Salary Market Statistics - Summary Report for job titles/job positions

Salary Market Statistics - Detailed Report for job titles/job positions

Accountant I

Performs professional accounting or auditing work in a company. Knowledge of the theory and practice of recording, classifying, examining and analysing of financial transactions in accordance with defined regulations required. Follows accounting regulations and company procedures.

Sector	Overall	Job code	GEN-FI-A-8d
Job catalogue	General	PwC Grade	8
Function	Finance	Period	Monthly
		Currency	MKD
Department	Accounting	Adjustment	0,00 %

PayWell 2019
Macedonia

General report							
All	#Comp/ #Emp	Average	20th percentile	25th percentile	Median	75th percentile	90th percentile
Base Pay Guaranteed Base	3 / 3	0	N/A	N/A	N/A	N/A	N/A
	1 / 1	0	N/A	N/A	N/A	N/A	N/A
Variable Pay (Target)		N/A	N/A	N/A	N/A	N/A	N/A
	1 / 1	N/A	N/A	N/A	N/A	N/A	N/A
Variable Pay (Paid Out)		N/A	N/A	N/A	N/A	N/A	N/A
	1 / 1	N/A	N/A	N/A	N/A	N/A	N/A
Total Pay	3 / 3	0	N/A	N/A	N/A	N/A	N/A
Total Reward	1 / 1	0	N/A	N/A	N/A	N/A	N/A

Section - Job Variation								
+	#Comp/ #Emp	Average	percentile	25th percentile	Median	75th percentile	90th percentile	
Base Pay Guaranteed Pay	o/o	N/A	N/A	N/A	N/A	N/A	N/A	
	o/o	N/A	N/A	N/A	N/A	N/A	N/A	
Variable Pay (Target)		N/A	N/A	N/A	N/A	N/A	N/A	
	o/o	N/A	N/A	N/A	N/A	N/A	N/A	
Variable Pay (Paid Out)		N/A	N/A	N/A	N/A	N/A	N/A	
	o/o	N/A	N/A	N/A	N/A	N/A	N/A	
Total Pay	o/o	N/A	N/A	N/A	N/A	N/A	N/A	
Total Reward	o/o	N/A	N/A	N/A	N/A	N/A	N/A	

General report		#Comp/ #Emp	25th percentile	Median	75th percentile
util					

Section - Job Variation					
	#Comp/ #Emp	Average	percentile	25th percentile	Median
Base Pay Guaranteed	o/o	N/A	N/A	N/A	N/A
Base Pay	o/o	N/A	N/A	N/A	N/A
Variable Pay (Target)	o/o	N/A	N/A	N/A	N/A
Variable Pay		N/A	N/A	N/A	N/A

Variable Pay (Paid Out)	o/o	N/A	N/A	N/A	N/A
Total Pay	o/o	N/A	N/A	N/A	N/A
Total Reward	o/o	N/A	N/A	N/A	N/A
Section - Job Variation					
=	#Comp/ #Emp	Average	25th percentile	25th percentile	Median
Base Pay guaranteed	3/3	64,060	N/A	N/A	N/A
Base pay	1/1	66,640	N/A	N/A	N/A
Variable Pay (Target)	1/1	N/A	N/A	N/A	N/A
Variable Pay (Actual)	1/1	N/A	N/A	N/A	N/A

Section - Job Variation					
90th percentile		#Comp/#Emp	25th percentile	Median	75th percentile
N/A	Benefits cost	o/o	N/A	N/A	N/A
N/A	Deferred bonus	o/o	N/A	N/A	N/A
N/A	Car acquisition price	o/o	N/A	N/A	N/A
N/A					
N/A					

N/A		#comp./ #empl.	%comp.	%empl.
N/A	Variable pay eligibility	o/o	o%	o%
N/A	Company car eligibility	o/o	o%	o%
Section - Job Variation				
90th rcentil	#Comp/ #Emp	25th percentil	Median	75th percentil
N/A	Benefits cost	1/1	N/A	N/A
N/A	Deferred bonus	1/1	N/A	N/A
N/A	Car acquisition price	o/o	N/A	N/A
N/A				
N/A				

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.

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:



Participation Details

Confidentiality

Timeline

Fees

Confidentiality

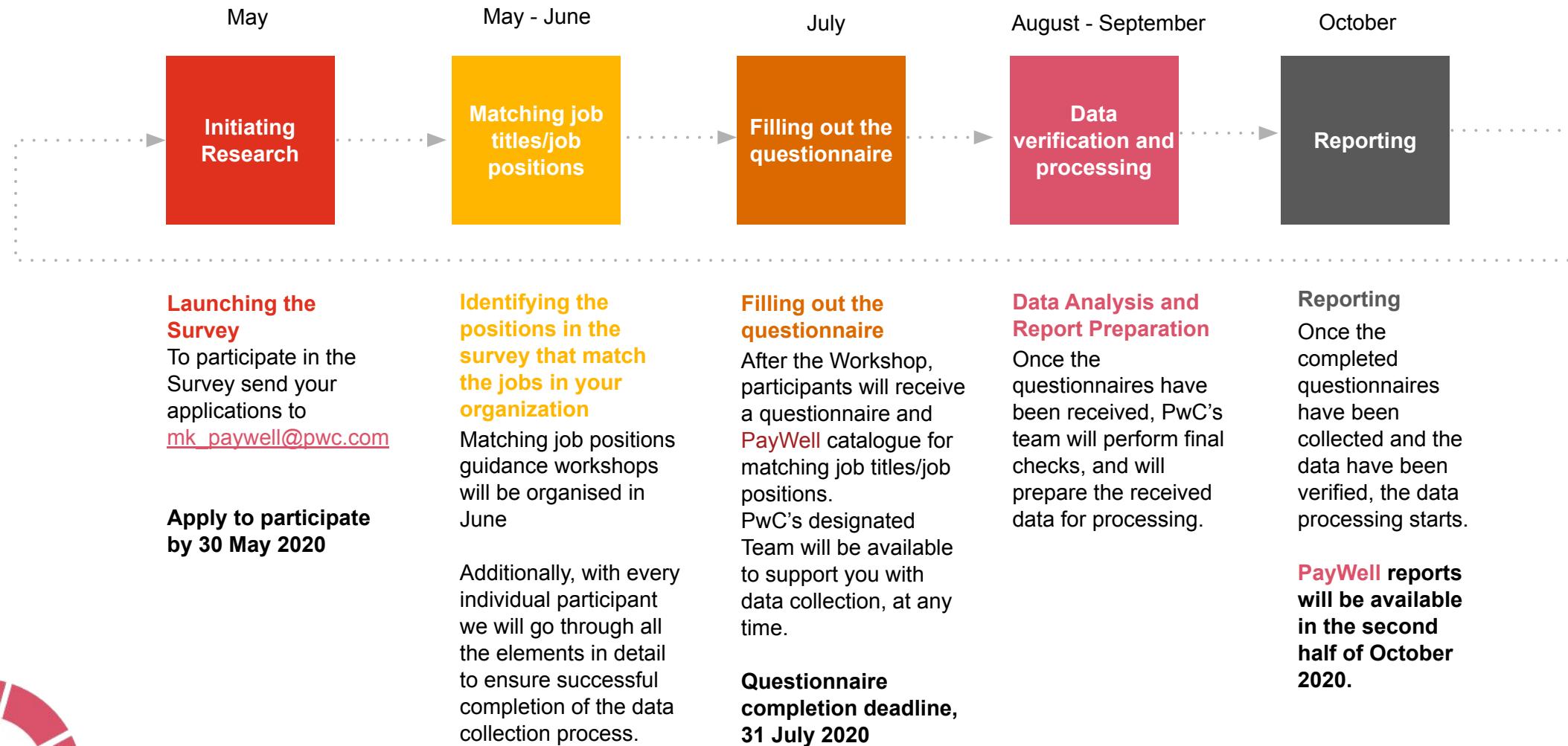
All client information received during the survey will be treated as strictly confidential. Each questionnaire will be password-protected. Salary data will refer to encrypted data jobs, and will not include the names of the persons holding such jobs.

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



Fees

Package	Fee (EUR) – exclusive of VAT
General report that reflects the market situation, composed of: <ul style="list-style-type: none">• Salary Survey Report• Compensation and Benefits Report	950
Selected industry Salary Report <ul style="list-style-type: none">• Selected industry Salary Survey Report	450
Report <ul style="list-style-type: none">• <i>Executive & Expat Report</i>	Included in the general report that reflects the market situation

Notes:

- Special benefits are provided for companies that have used PwC North Macedonia Services over the past year.
- The availability of the reports may vary depending of the volume of collected data.
- The Fee is exclusive of VAT

Contact us!

Contact person:

Emilija Dimikj Mamuhevska

emilja.dimikj@pwc.com

mk_paywell@pwc.com

PwC North Macedonia
16, 8 Septemvri Blvd,
Hyperium Business
Center, 2nd floor,
1000 Skopje

© 2020 PwC North Macedonia. All rights reserved.

Not for further distribution without the permission of PwC. "PwC" refers to the network of member firms of PricewaterhouseCoopers International Limited (PwCIL), or, as the context requires, individual member firms of the PwC network. Each member firm is a separate legal entity and does not act as agent of PwCIL or any other member firm. PwCIL does not provide any services to clients. PwCIL is not responsible or liable for the acts or omissions of any of its member firms nor can it control the exercise of their professional judgment or bind them in any way. No member firm is responsible or liable for the acts or omissions of any other member firm nor can it control the exercise of another member firm's professional judgment or bind another member firm or PwCIL in any way.

PayWell Team



Biljana Mandarik Krsteska

HR Leader I Assoc CIPD

biljana.mandarik@pwc.com



Emilja Dimikj Mamuhevska

Legal Consultant

emilja.dimikj@pwc.com



Rosana Stojneva

Marketing & Communications

rosana.stojneva@pwc.com