

PayWell Survey 2025



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Agenda

Why PwC?

01

**High quality
data**

02

**High standards
of confidentiality**

03

**Industry and peer
group report**

18

**years of experience
in conducting
annual and club
surveys in Eurasia**

Why PwC?



Global experience in conducting annual and club surveys



Individual approach:

- individual meetings and full support in completing the questionnaires
- sector-oriented consultants
- individual presentations on the results of the survey



Ensuring **high quality of data**:

- permanent updating of the catalogue of positions taking into account the industrial specifics
- careful checking of the initial data and validation of the processed data at each stage of the review



Update of key data within the framework of the **Compensation and benefits survey**, as well as significant changes in the labor market



High standards of confidentiality

PayWell Phases



Phase 1

Marketing and preparation



Phase 2

Data collection and analysis



Phase 3:

Report draft and release

September-October 2025

October-November 2025

November 2025 - January 2026

- Targeting sector and first cycle of client attraction
- Group or individual Info Sessions
- Contracting

- Individual sessions / meetings
- Data collection
- Data validation
- Report preparation

- Validation sessions
- Report release Q&A (*if needed*)
- Feedback session

PayWell Salary and Benefits Survey

PayWell Report contains:

1. Market Salary Report on remuneration of employees
(Types: Sectoral, Peer group reports)
2. Analytical section on benefits and HR practices including some metrics on HR effectiveness



Salary and Benefits Survey is an annual study of salary policies and practices, including the structure and level of remuneration.

1. Market Salary Report

In order to conduct the statistical analysis of remuneration by job positions, the following tools are used:

- ✓ PwC job catalogue matching data
- ✓ Questionnaire that covers:
 - Statistics on fixed payment (base salary);
 - Statistics on variable payment (guaranteed pay, performance incentives and benefits)

2. HR practices Report

The compensation and benefits analysis covers the following sections:

- Macroeconomic overview
- Salary review
- Grading systems
- Fixed and performance bonuses
- Probation period, internship, apprenticeship
- Additional & extra pays
- Performance appraisal systems
- Work time policy and holiday/vacation policy
- Temporary sick leave
- Benefit policy (including individual benefits such as medical insurance, technical insurance, etc.)
- Key SARATOGA indicators (turnover, span of control, staff cost, HCROI etc.)

Methodology





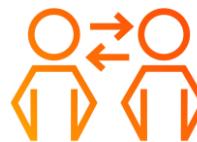
PwC Methodology

Consolidation of data



During the Survey, data is collected using **HR policies, benefits and Salary data questionnaires**.

Salary data is collected based on the benchmarking catalogue of job descriptions and organisational charts specially developed for each sector.



The job matching process is conducted by PwC consultants together with representatives of each company. PwC consultants assist companies in filling in questionnaires via phone and personal meetings, when necessary.

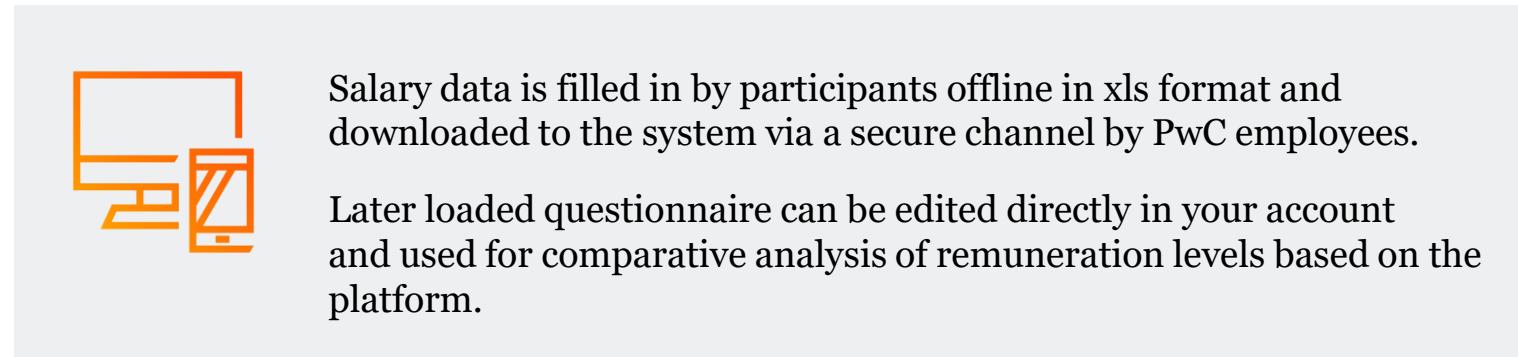
The Survey data collection package includes:

- ▶ **Job benchmarking catalogue** comprising 3000 benchmark jobs
- ▶ **Salary data collection sheet**, gathering information on gross monthly salary, fixed bonuses and performance bonuses.
- ▶ **HR practices questionnaire** contains organizational data: salary costs, headcount, staff turnover, legal structure etc.

Salary data questionnaire

Key facts about the questionnaire:

- The form is provided in xls format;
- PwC will conduct individual counseling on job matching with each company;
- Download the completed questionnaire via a secure channel;
- A flexible system of filters for working with the questionnaire is already in the system;
- After uploading the questionnaire to the system, the platform will indicate possible errors using an automated warning system;
- Due to the collection of unique employee IDs, annual payroll data updates have become fast and convenient.



PayWell Mongolia 2024 SALARY DATA

Year	2024
Sector	Mining
Section	All
Option	All
Reward components	Base pay and Total pay
Period	Monthly (Gross)
Currency	MNT

Location	Job title	Sector	Function / division	Department	Job code	PC	#E	10th percent	25th percent	Aver.	75th percent	90th percent
Overall	Assistant Surveyor	Mining	Technical	Open pit	MIN-T-O-9a	3	3	xxx	xxx	xxx	xxx	xxx
Overall	Surveyor	Mining	Technical	Open pit	MIN-T-O-8c	3	3	xxx	xxx	xxx	xxx	xxx
Overall	Senior Surveyor	Mining	Technical	Open pit	MIN-T-O-7a	4	6	xxx	xxx	xxx	xxx	xxx
Overall	Geology / Geotech technician	Mining	Technical	Geosciences	MIN-T-GEO-9a	3	3	xxx	xxx	xxx	xxx	xxx
Overall	Hydrogeologist	Mining	Technical	Geosciences	MIN-T-GEO-8a	4	4	xxx	xxx	xxx	xxx	xxx
Overall	Geologist / Geotech engineer	Mining	Technical	Geosciences	MIN-T-GEO-7a	5	150	xxx	xxx	xxx	xxx	xxx
Overall	Senior Geologist	Mining	Technical	Geosciences	MIN-T-GEO-6a	5	51	xxx	xxx	xxx	xxx	xxx
Overall	Processing operator	Mining	Processing	Processing	MIN-PR-P-9a	4	217	xxx	xxx	xxx	xxx	xxx
Overall	Processing Engineer	Mining	Processing	Processing	MIN-PR-P-8a	4	75	xxx	xxx	xxx	xxx	xxx
Overall	Processing Superintendent	Mining	Processing	Processing	MIN-PR-P-6a	3	9	xxx	xxx	xxx	xxx	xxx
Overall	Processing Manager	Mining	Processing	Processing	MIN-PR-P-5a	3	3	xxx	xxx	xxx	xxx	xxx
Overall	Production Junior Operator	Mining	Production	Production	MIN-P-PR-9a	3	427	xxx	xxx	xxx	xxx	xxx
Overall	Production Operator	Mining	Production	Production	MIN-P-PR-8b	6	223	xxx	xxx	xxx	xxx	xxx
Overall	Trainer Operator	Mining	Production	Production	MIN-P-PR-8a	4	6	xxx	xxx	xxx	xxx	xxx

For illustration only

Job matching and job catalogue

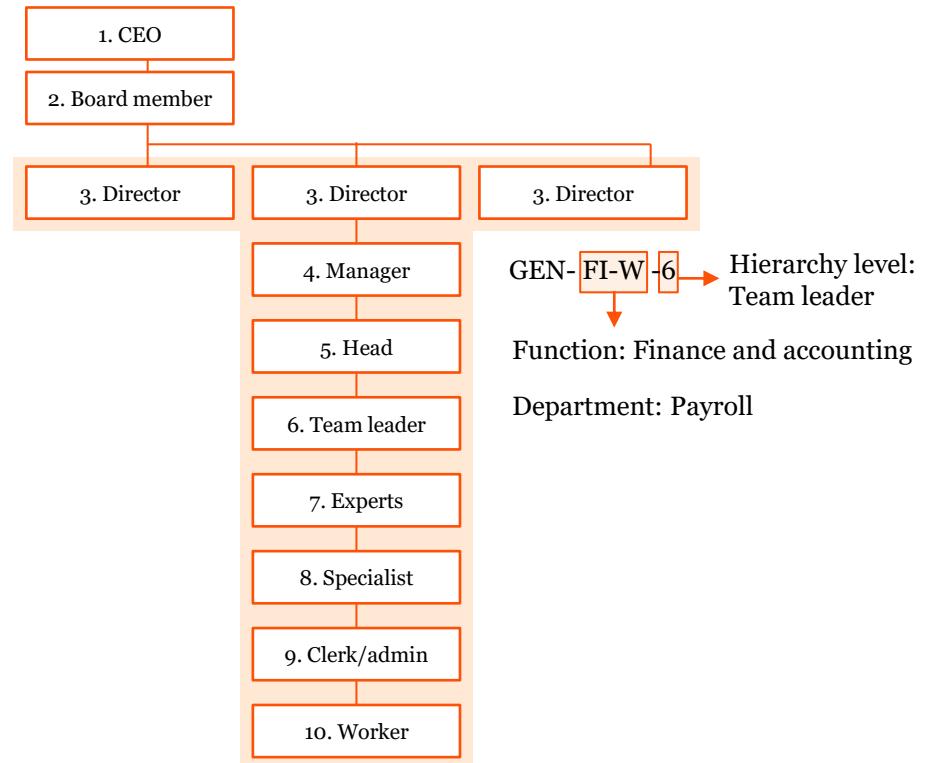


PayWell Job catalogue – excel sheet with the job code (that will be used later for data analysis), position title, position description etc.



To do a correct job matching:

- Identify whether your client a big/small company
- Make management layers with clients hierarchy
- Familiarize with a company relevant sector job catalogue
- Identify what jobs are professional and supportive



PwC Methodology

Sample weighting

In order to avoid market data being influenced by a company that provided a significantly greater amount of data than other companies, sample weighting is used when calculating statistical indicators for benchmark jobs.

This weighting mathematically reduces the number of values from each company in order to prevent one participant from representing more than one third of the sample, based on which the results are calculated.

This procedure does not apply if the company provided less than three data-points for the respective benchmark job. The original data is reduced by replacement with appropriate quartiles in such a way that the original variability of the sample is retained.

Company	Data points provided for the same benchmark job		Salary data included in statistics processing		Processing results	
Company 1 (15 data points for one benchmark job)	Accountant	3.500				
	Accountant	3.600				
	Accountant	3.700				
	Accountant	3.800				
	Accountant	3.900	Percentile 10=	3.640		
	Accountant	4.000	Percentile 25=	3.850		
	Accountant	4.100	Average=	4.200		
	Accountant	4.200	Median=	4.200	Percentile 10=	3.596
	Accountant	4.300	Percentile 75=	4.550	Percentile 25=	3.813
	Accountant	4.400	Percentile 90=	4.760	Average=	4.220
	Accountant	4.500			Median=	4.200
	Accountant	4.600			Percentile 75=	4.513
	Accountant	4.700			Percentile 90=	4.844
	Accountant	4.800				
	Accountant	4.900				
Company 2 (4 data points for one benchmark job)	Accountant	3.200	=	3.200		
	Accountant	3.800	=	3.800		
	Accountant	4.400	=	4.400		
	Accountant	5.600	=	5.600		

PwC Methodology

Confidentiality of information

The data collected during the Survey is and will be treated as strictly confidential. Security measures include data coding, limiting the number of PwC consultants who have access to the data of the organisations and presenting only summary findings which is not identifiable.

The rules of data disclosure should ensure an impossibility to identify individual salary data of a participant in the total statistics.

In order to ensure the biggest volume of statistical information is disclosed and highest confidentiality measures applied, within the PwC platform, the following approach is applied to determine the minimum size of statistical sample

Average	Minimum 3 data points from minimum 3 organisations
Median	Minimum 4 data points from minimum 3 organisations
25th/75th percentile	Minimum 6 data points from minimum 3 organisations
10th /90th percentile	Minimum 8 data points from minimum 3 organisations

HR practices Questionnaire



The questionnaire on policies and practices is filled out by participants in an online format via a secure PwC channel. Questionnaire gathers information on:

Questionnaire gathers information on:

Compensation policies: **salary policies, pay for time worked & not worked, bonuses, employment relations**

Benefits policies: **protection benefits, social benefits, perks, well-being**

The questionnaire **includes several Saratoga metrics**

Section presents survey results on compensation practices:

- Salary review
- Grading systems
- Compensations
- Fixed bonuses
- Performance bonuses
- Long term incentive programmes
- Performance appraisal systems
- Performance appraisal systems
- Work time policy and holiday/vacation policy
- Temporary sick leave
- Benefit policy (including individual benefits such as medical insurance, technical insurance, etc.)
- Other

A woman with long brown hair, wearing a striped shirt, is gesturing with her hands while speaking in a meeting. She is looking towards the right. In the background, other people are seated at a table, and a large orange number '2' is overlaid on the right side of the image.

2

Examples of deliverables

Example of compensation and benefits report

PwC Mongolia Salary and benefits Survey 2021

General Sector



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Profile of the Survey participants

Classification of participants (1/2)

The following information describes the sample of the Survey participants in terms of their legal structure, revenue and costs, as well as staff turnover.

Most of the Survey participants (18 companies) are under foreign ownership, 14 companies are fully local, and 11 companies are classified as mixed ownership.

Picture 2 Classification of participants by the legal structure

100% foreign ownership	42%
100% local ownership	32%
Foreign majority	26%

Number of answers: 43

Picture 3 Classification of participants by total revenue in 2015, KZT

Up to KZT 1 bn.	8%
KZT 1 to 10 bn.	46%
KZT 11 to 50 bn.	36%

Number of answers: 24

Picture 4 Classification of participants by total costs in 2015, KZT

Up to KZT 1 bn.	14%
KZT 1 to 10 bn.	41%
KZT 11 to 50 bn.	36%

Number of answers: 22

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Profile of the Survey participants

Classification of participants (2/2)

Staff costs

Average costs per employee per year among the respondents is 3 418 796 KZT. This includes gross expenses of the companies on salaries and benefits. Detailed information by staff categories is presented on Picture 5.

Picture 5 Average staff costs by employee category, KZT

Top management	23 675 570 KZT
Middle management	7 968 293 KZT
Support staff	4 598 120 KZT
Professional staff	4 400 954 KZT
Blue collars	1 255 996 KZT

Number of answers: 33

Picture 6 Turnover rate by staff categories

Top management	5%
Middle management	7%
Professional staff	16%
Support staff	19%
Blue collars	19%

Average percentage of staff turnover for all categories
20%

Number of answers: 33

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Compensation and benefits

Base pay (2/5)

Within the annual salary and benefits review, 73% of participants planned the salary increase by 10.7% in 2016 for all employees. 63% of the companies has already performed the review on average by 10.4% in 2016.

The real salary increase adjusted to the inflation rate was negative: -5.3% (source of inflation data is as for 1 quarter of 2016: 15.7%).

In 2017, 22% of companies are planning to review salaries on average by 10% for all staff.

Picture 12 The average budgeted and performed salary increase in 2016

Planned	Actual	Real salary increase (inflation adjusted)
10.7%	10.4%	-5.3%

Number of answers: 33

Picture 13 Average percentage of salary increase presented by staff categories

Planned on 2016	Actual on 2016	Planned on 2017
Top Management	11%	10%
Middle Management	11%	10%
Professional staff	12%	10%
Support staff	10%	10%
Blue collars	11%	9%

Number of answers: 33

From the Survey results, only for top management staff category percentage of actual salary increase in 2016 appeared to be lower than it was planned for 2016 (Picture 13). As for middle management category, there was an increase by 2% for actual pay compared to planned.

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Thank you

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