



PayWell Survey 2025

September 2025



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- 2 Methodology | PayWell Reports
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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?

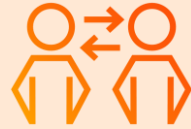


Global experience in conducting annual and club surveys



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

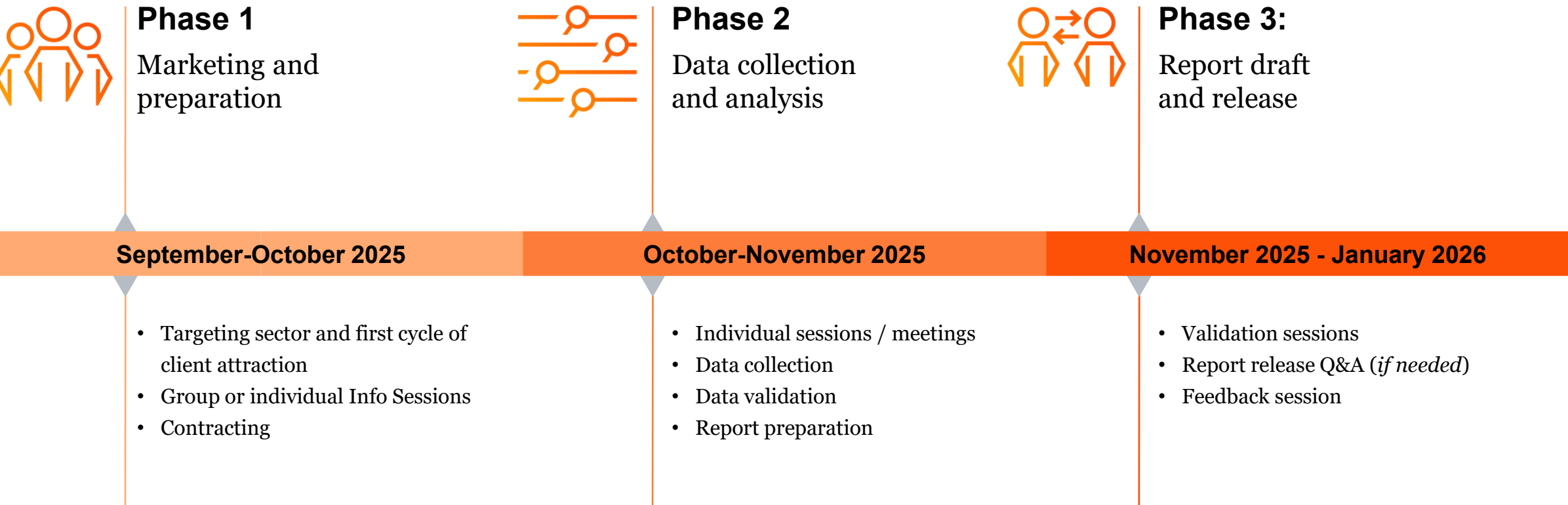


High standards of confidentiality



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

PayWell Phases



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



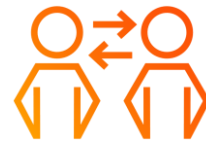
PwC Methodology

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.



Salary data is filled in by participants offline in xls format and downloaded to the system via a secure channel by PwC employees.

Later loaded questionnaire can be edited directly in your account and used for comparative analysis of remuneration levels based on the platform.

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 | #C | #E | 10th percent | 25th percent | Average | 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-9c | 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 | 130 | 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-8a | 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

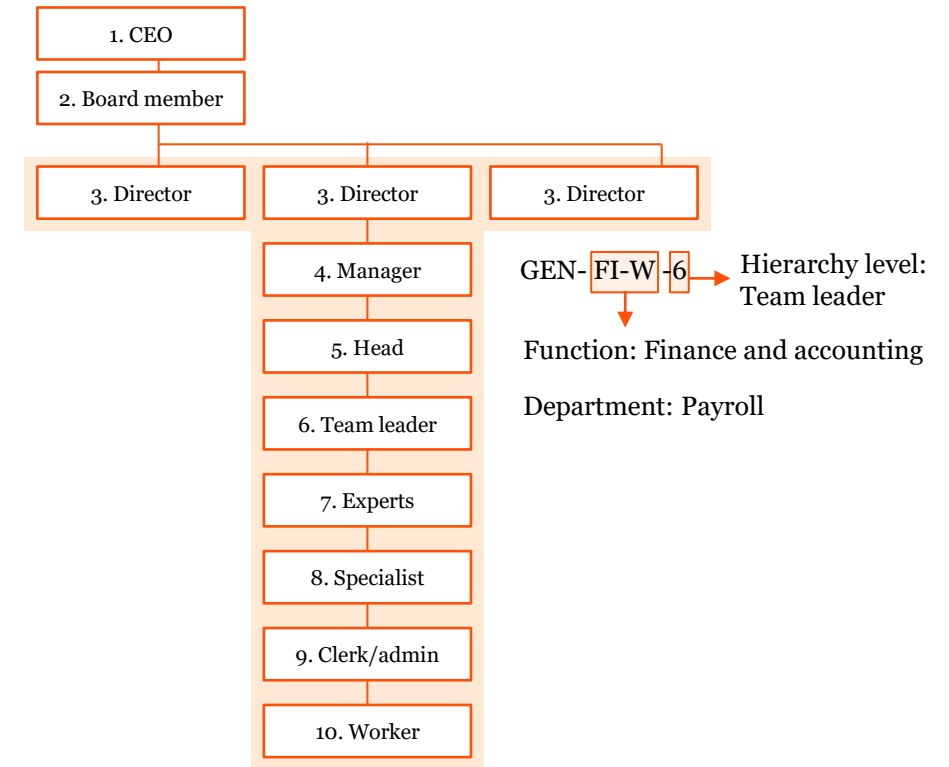


PayWell Job catalogue – excel sheet with the job code (that will be used later for data analysis), position title, position description etc.



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 | Madian= | 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 | | | Madian= | 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

PwC PayWell

Remuneration and HR practices

Survey

Dear participants,

Thank you for taking the time to fill out the questionnaire.

This questionnaire will take approximately 30-45 minutes.

Please complete all sections of this questionnaire in accordance with your company's compensation and benefits policies / practices.

All questions in the sections are mandatory, if some practices/policies are not practiced in your company, then write "not applicable".

The questionnaire is saved automatically. You can interrupt filling at any time and continue later.

ATTENTION!

The questionnaire must be completed before clicking the "Finish" button, after clicking the "Finish" button, the questionnaire will become inactive.

Please send the completed questionnaire by October 15, 2020.

Please indicate all amounts in appropriate currency, gross.

If you have any questions or problems while completing the questionnaire, please do not hesitate to contact us, we will be happy to answer them.

PwC PayWell

Remuneration and HR pra

Survey

1.1. Company name:

1.2. Industry:

☐ Financial industry

☐ R&D

☐ Oil&Gas

☐ Mining/Cement

☐ Digital/IT/Telecommunications

For illustration only



2

Examples of deliverables

Example of compensation and benefits report

**PwC Mongolia Salary and benefits
Survey 2021**

General Sector



www.pwc.kz

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



Number of answers: 43

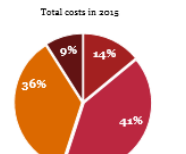
Figure 3 Classification of participants by total revenue in 2015, KZT



- Up to KZT 1 bn.
- KZT 1 to 10 bn.
- KZT 11 to 50 bn.
- KZT 51 to 500 bn.

Number of answers: 84

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



- Up to KZT 1 bn.
- KZT 1 to 10 bn.
- KZT 11 to 50 bn.
- KZT 51 to 500 bn.

Number of answers: 22

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

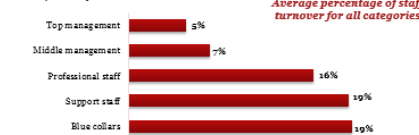


Number of answers: 34

Staff turnover

72,7% of respondents of the Survey indicated the percentage of staff turnover in their organisations for all staff and by categories (Picture 6).

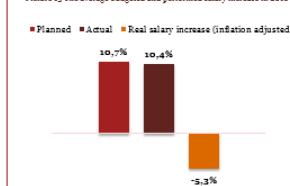
Picture 6 Turnover rate by staff categories



Number of answers: 35

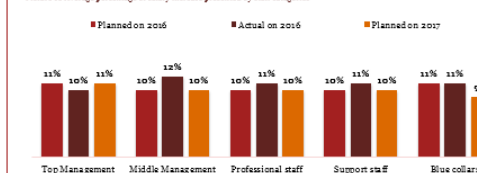
Compensation and benefits

Picture 45 The average budgeted and performed salary increase in 2016



Number of answers: 3

Picture 16 Average percentage of salary increase presented by staff categories



Number of answers: 92

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 16). 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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