PayWell Moldova Salary & Benefits Survey 2019 edition





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Dear HR Professional,

We are pleased to invite you to the 13th edition of our Salary & Benefits Survey - PayWell Moldova!

This document presents useful information about the survey:

- types of data analysed,
- content and structure of reports, as well as
- involvement required from participants.

We are looking forward to working together on improving your remuneration practices!

PayWell Team



What is PayWell Salary & Benefits Survey?

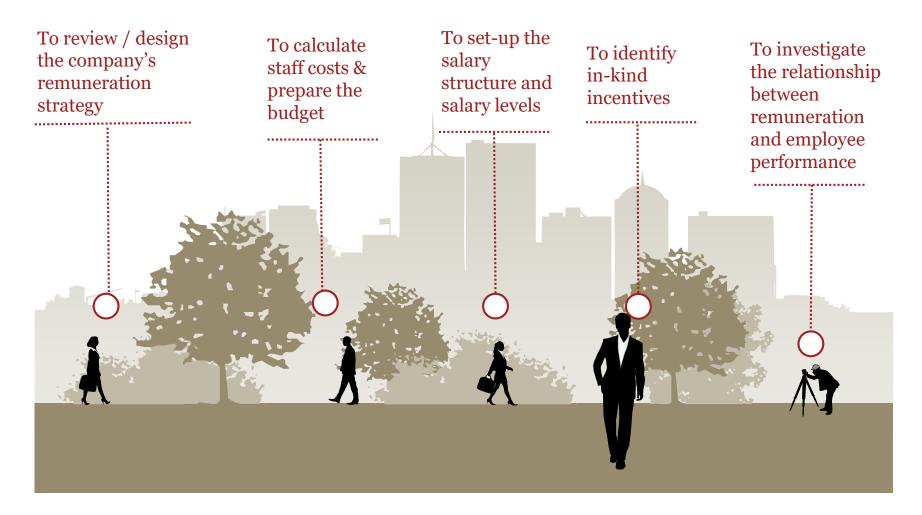
A good compensation system is essential for an effective motivation of employees at workplace and for making the company attractive to potential employees.

The PayWell Salary & Benefits Survey report is a tool created to help HR professionals and decision-makers in companies to develop competitive HR policies that will attract, motivate and retain talent and support the business strategy.

PayWell report provides specific information covering three areas:



How can you use PayWell?



Report content:

1. Salary statistics by job and by grade

Accountant II										Ι	llustr	ative
Sector	Overall				Job code		GEN-FI-A-8e					
Job catalogue	General				PwC Grade		6					
Function	Finance				Period		Monthly	PayV M	Vell 2 oldova			
Department	Accounting				Currency Adjustment		MDL 0.00 %					
General report								General report				
All	#Comp/ #Emp	Average	10th percentile	25th percentile	Median	75th percent	90th tile_percentile		#Comp/ #Emp	25th percentile	Median	75th percentile
Base Pay	69/458	3,999	2,760	3,269	3,950	4,676	5,459	Benefits cost	55/393	200	248	285
Guaranteed Pay	36/279	4,139	2,842	3,384	4,058	4,820	5,582	Deferred bonus	0/0	-	-	-
Variable Pay		12%	8%	8%	10%	13%	17%	Car acquisition price	1/1		-	-
(Target)	25/105	543	277	320	471	662	832					
Variable Pay		11%	4%	6%	9%	13%	18%			#comp./		
(Paid Out)		463	144	252	356	630	838			#comp./ . #empl	%comp.	%empl.
Total Pay		4,366	2,976	3,564	4,294	5,038	5,950	Variable pa	y eligibility	40 / 234	58%	51%
Total Reward	55 / 393	4,588	3,221	3,770	4,524	5,226	6,272	Company ca	r eligibility	1/1	196	0%

- Statistics reflecting market data on base pay and guaranteed pay, variable pay (target and paid out value), total pay and total rewards + benefits cost, company car acquisition price and eligibility for variable pay and company car
- Customised analysis depending on geographical distribution (Chisinau / Other regions), number of employees and company revenue

2. Interactive report

A tool which allows you to compare own data with market statistics of your choice (e.g. certain sector, region, company size).

							Mar	ket compariso n								
Sector	Health Care Services	;						-								
Com pare by	Job Report															
Filter	Capital country of or	igin			Selection	<100	employe	65								
								Comparison								
Percentile		9 oth pe	rcentile													
leward	1	Base Pay				1										
omponents		Variable	Pay (Paid Out)													-
							Disula	yed individuals								
osition group	General						Dupin	100 100 1100 100								
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e partment	General									ru	iy we	at 20	010			
ob	HR/ Personnel Assis	iel Assistant			Code	GEN-HR	-G-g	PayWell 2018 Moldova								
egion	Banat & Transilvania	Banat & Transilvania									мон	iova				
wCLeve l	Any															
							St	atistics options								
	Monthly															
irrency																
irrency	Monthly 0%															
urrency					Pu	C Bench	mark					Compa	rison			
urrency	0%				Pu	C Bench	mark			Base	Pay	Compa		VariablePay	r (Paid Out	0
urrency	0% Your positions	Job	PurC	PwC	Pw Position title		mark Depart.	PorC Level	12	Base Market	<u> </u>			Variable Pay Market		
urrency djustment	0%	Job grade	PirC Code	PwC Grade				PoC Level	Your	Market 90th	Market	Percentile	Your	Market 90 th	Market	Percentile
urrency djustment	0% Your positions							PwC Level	Your employee	Market	<u> </u>			Market		
urrency djustment Job title Ramistant	0% Your positions Region Banat & Transilyania		Code GEN-HR-G-9		Position title HR/Personnel Aufstant	Fune. HR		9. Gerka/admina		Market 90th percentile 4,600	Market Index 87%	Percentile Rank 75%	Your	Market 90 th percentile 3,800	Market Index 105%	Percentile Rank 75%
urrency idjustment Job title Ramistant Ramistant	0% Your positions Region Banat & Transilyania Banat & Transilyania	grade	Code GEN-HR-G-9 GEN-HR-G-9	Grade	Position title HR/Personnel Anistan t HR/Personnel Anistan t	Fune. HR HR	Depart.	9. Cerka/admina 9. Cerka/admina	em ployee	Market 90th percentile 4,600 4,600	Market Index 87% 87%	Percentile Rank 75% 75%	Your employee	Market 90 th percentile	Market Index	Percentile Rank 75% 75%
John Stranger Job title Ramistant Ramistant Ramistant Ramistant	0% Your positions Region Banat & Transilvania Banat & Transilvania Banat & Transilvania	grade 6	Code GEN-HR-G-9 GEN-HR-G-9 GEN-HR-G-9	Grade	Position title HR/Personnel Amistan t HR/Personnel Amistan t HR/Personnel Amistan t	Fune. HR HR HR	Depart. G	9. Gerika/admina 9. Gerika/admina 9. Gerika/admina	employee 4,000	Market 90th percentile 4,600 4,600 4,600	Market Index 87% 87% 87%	Percentile Rank 75% 75% 75%	Your employee 4,000	Market 90 th percentile 3,800	Market Index 105%	Percentile Rank 75% 75% 75%
Period Durrency Adjustment Job title Ramistant Ramistant Ramistant Ramistant Ramistant Ramistant Ramistant Ramistant	0% Your positions Region Banat & Transilyania Banat & Transilyania	grade 6 6	Code GEN-HR-G-9 GEN-HR-G-9	Grade 7 7	Position title HR/Personnel Anistan t HR/Personnel Anistan t	Fune. HR HR	Depart. G G	9. Cerka/admina 9. Cerka/admina	employee 4,000 4,000	Market 90th percentile 4,600 4,600	Market Index 87% 87%	Percentile Rank 75% 75%	Your employee 4,000 4,000	Market 90 th percentile 3,800 3,800	Market Index 105%	Percentile Rank 75% 75%

3. Customised peer report*

On top of the statistics provided according to the selected package, the participants can receive a customised report. This report supports more accurate analysis based on the sample of companies selected by you.

Custom Report		Customised	d reports
ds are mandatory. Name (local version)	Customised report for Client "X"	PwC C&B Survey Platform	perveil Settings Sign o
	Company 1 Company 2	Home Reports Instructions	
	Company 3 Company 4	Job Report	
Companies available	Delete –	Tes: 2013	Alide Filters 🔻 Reset Filters 🔻
Add Co	Add +	Sector • Period Honthiy • TT Therementation • • • Training • • • • Planmacruticals • • • • Parmacruticals • • • • Parmacruticals • • • • Parmacruticals • • • • Oversit Market • • • • Oversit Market • • • • Company Y customised 5 companies • • • •	

*Available only for companies who acquire one of the PayWell report options (full/sectorial package). Please see details regarding reports & fees on slide 11. Minimum 5 companies must constitute the sector and at least three of them should present the salary data in order to create a Peer customised report, due to confidentiality reasons. The report will be generated by PwC and we reserve the right to restrict access to a Peer customised report if data confidentiality is not ensured.

4. Compensation & Benefits policies report

Compensation policies:

- Salary review policies ٠
- Pay for time worked & not worked ٠
- Fixed and variable bonuses ٠
- .

Benefits policies:

Details related to eligibility, cost / value for: protection benefits (pension, insurance, medical services), social benefits (transportation, vouchers), perks (company car, mobile phone), wellbeing benefits (sport, kindergarten)

Employment	relations	_			Illhust
		Illustr	Lunch tickets Private medical clinic Coffee & refreshments		Illustrative
Sector	Middle Management Staff	Sales Staff	Social activities Special comissions Special occasion gifts Mobile telecommunication services		52% 51% 44% 43%
Financial Services	3.3%	3.3%	Transporation Credit card		43% 42%
Hotels	6.7%	6.7%	Overdraft Life insurance	39%	42%
Industry	7.5%	5.7%	Notebooks/laptops Sports activities	32% 31%	
Pharmaceuticals	4.2%	4.4%	Bank deposits Special discounts	28% 27%	
Retail	4.5%	4.7%	Company car Foreign language courses	25%	
Overall Market	4.7%	4.5%	Exchange rate Private pension plan	19%	
			Cultural events Assistance to employee's children Delivered meals Cafeteria/Canteen	8% 7% 7% 3%	
				-	

٥%

10%

20%

30%

40%

50%

70%

60%

PayWell report is available through PwC C&B Survey Platform*

Home Reports Instructions	rvey Platform	Settings Sign o
	C&B Questionnaire	Salary Data
PwC C&B Survey Platform	The Compensation & Benefits Questionnaire enables you to fill in, save, review and submit data regarding your company's compensation and benefits policies. No C&B Questionnaire found for the current year.	The Salary Data tool enables you to review, save and submit the salary data of your employees. No Salary Data found for the current year.
	Image: New Previous Years Questionnaires If you are a previous year participant and wish to see past submitted data, please select from below: Year 2017	Downloads The Download section enables you to obtain the latest version of the Salary Sheet template (if you are a new participant), and the latest version of the Salary Sheet template including previous year job matching (if you are a previous year participant).
рис	E View	L Salary Sheet template
Data Collection The Data Collection module enables you to fill in, upload, validate, save and su the survey. There are two sections that need to be completed and submitted in Questionnaire and 2) Salary Data. ERRORS (incorrect format insertions, missi	his order: 1) C&B	

*access to PwC C&B Platform is provided to participants and companies that acquire the report, through allocation of a user name and a password.

Participation in PayWell involves:

Your role:

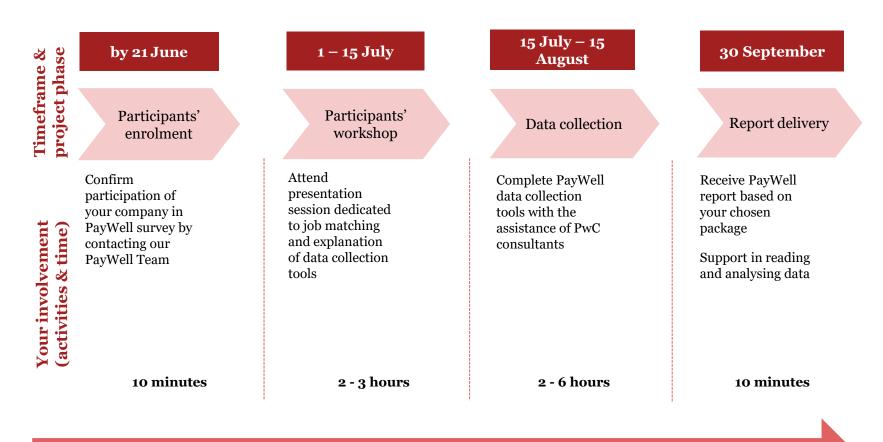
- Provision of information related to compensation & benefits policies
- Provision of detailed salary related information for each employee in your organisation (i.e. monthly salary, bonuses & value of benefits offered)

Our support:

• As participant in PayWell survey, you will be constantly assisted by our consultants, who will be available to guide you during data completion process

Timeline

Survey timeline



Permanent assistance from our consultants

Acquisition packages

Full package	Sector package
 Salary statistics by position and by grade for all analysed sectors Salary statistics by position and by grade for 	 Salary statistics by position and by grade for one sector, of your choice Salary statistics by position and by grade for one
two customised samples, from all participants*	customised sample, from participants in the selected sector*
• Interactive report (i.e. benchmarking and customised analysis tool for market index calculation and reporting)	• Interactive report (i.e. benchmarking and customised analysis tool for market index calculation and reporting)
Compensation and benefits analysis report	Compensation and benefits analysis report
EUR 1,300 (net of VAT)	EUR 800 (net of VAT)

* Only if there are at least 5 participants for one sector

Let's talk!

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