

PayWell Serbia Salary & Benefits Survey

Compensation and benefits analysis report

2015 Edition



Table of contents

A. Macro-economic overview	5
1. Macro-economic overview.....	6
1.1. Macro-economic indicators.....	6
B. Overview of the sample	7
1. Participants	8
2. Ownership	10
2. Legal Representation.....	11
3. Revenues	12
4. Headquarter.....	13
5. Staffing	14
5.1. Average number of employees in HR sector	14
5.2. Span of control	15
C. Compensation policies	16
1. Remuneration tools	17
1.1 Performance appraisal system	18
2. Compensation policies	19
2.1. Salary review.....	19
2.2. Salary negotiation	21
3. Annual salary increases.....	22
4. Allowances	23
5. Fixed bonuses	23
6. Variable bonuses	24
6.1. Performance bonus	24
6.2. Sales commission	25
7. Entry-level salaries	25
8. Working time policy.....	26
8.1. Overtime policy	26

8.2. Flexible time policy.....	26
8.3. Holiday policy	27
8.4. Sick leave policy	28
8.5. Maternity leave policy.....	29
9. Special compensation programmes	29
9.1. Retention programmes	29
9.2. Relocation policies	30
10. Employee relations	30
10.1. Employee representation	30
11. Outsourcing policy	31
D. Benefits policies	32
1. Financial benefits.....	34
1.1. Overdraft	34
1.2. Credit card	35
1.3. Bank deposits.....	35
1.4. Exchange rate	35
1.5. Special commissions.....	36
1.6. Loans	36
2. Private pension plan.....	36
3. Subscription to private medical clinic	37
4. Meal benefits.....	37
5. Coffee & refreshments	37
6. Transportation.....	38
7. Social activities.....	38
8. Special occasion gifts.....	39
9. Discounted company goods	39
10. Foreign languages courses	40
11. Company car	40
12. Mobile communication services.....	43



12.1. Mobile phones	43
12.2. Mobile office services	45
13. Assistance to employees' children.....	47
14. Sport activities	47
15. Flexible benefits	48
16. Wellbeing benefits	48