

PayWell Serbia Salary & Benefits Survey

Compensation and benefits analysis report

2018 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..... 8

1. Participants	9
2. Ownership.....	12
3. Legal Representation.....	13
4. Revenues	14
5. Headquarter	15
6. Staffing	16
6.1. Average number of employees per employee in HR sector	17
6.2. Span of Control	17
6.3. Average number of employees that joined the company.....	18
6.4. Average number of employees that left the company.....	18
6.5. Employees per generation	19
6.6. Average distribution of female and male employees	20
6.7. Average salaries per staff categories	21

C. Compensation policies..... 22

1. Remuneration tools	23
1.1 Performance appraisal system	24
2. Compensation policies	25
2.1. Salary review.....	25
2.2. Salary negotiation	26
3. Annual salary increases.....	27
4. Allowances	28



5. Fixed bonuses	29
6. Variable bonuses	29
6.1. Performance bonus	29
6.2. Sales commission	31
7. Entry-level salaries	32
8. Working time policy	33
8.1. Overtime policy	33
8.2. Flexible time policy	33
8.3. Holiday policy	34
8.4. Sick leave policy	35
8.5. Maternity leave policy	36
9. Special compensation programmes	36
9.1. Retention programmes	36
9.2. Relocation policies	37
10. Employee relations	37
10.1. Employee representation	37
11. Outsourcing policy	38

D. Benefits policies39

1. Financial benefits	41
1.1. Overdraft	41
1.2. Credit card	42
1.3. Bank deposits	42
1.4. Exchange rate	43
1.5. Loans	43
1.6. Other banking operations	44
2. Private pension plan	44
3. Private health insurance	45



4. Private life insurance.....	45
5. Coffee & refreshments	46
6. Contribution to the formal education	46
7. Long term incentive plans.....	47
8. Meal benefits	47
9. Social activities	48
10. Special occasion gifts	48
11. Discounted company goods	49
12. Foreign languages courses	49
13. Playroom	50
14. Assistance to employee's children.....	50
15. Transportation	50
16. Company car	51
17. Mobile communication services.....	56
17.1. Mobile phones	56
17.2. Mobile phone brands.....	57

18. Sport activities	58
19. Flexible benefits	58
20. Wellbeing benefits.....	58